



**EMNAMBITHI
LADYSMITH MUNICIPALITY**
YOUR PARTNER IN GROWTH AND PROSPERITY

DRAFT IDP 2015/2016



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MAYORS FOREWORD

As we assumed the responsibilities of a democratic government in the local sphere, we as Emnambithi/Ladysmith Local Municipality had to define the Freedom Charter to an actual programme of government in order for every one of us to feel that South Africa really belongs to all who live in it-whether black or white, and that no government can justly claim authority unless it is based on the will of all the people.

The Constitution of the Republic places local government at the face of service delivery as a strategic tool to restore the dignity of our people. Based on a new vision for a developmental local government, the constitution mandates local government to provide democratic and accountable government, which will ensure provision of services to communities in a manner that would stimulate sustainable social and economic development.

This system of intergovernmental relations has to provide and facilitate cooperative decision making, to coordinate and align priorities, budgets, policies and activities across interrelated functions and sectors, to ensure smooth flow of information within government, with a view to enhancing the implementation of policy and programmes.

Therefore our IDP is an essential tool that will guide our municipality in meeting residents' needs and priorities. It specifies how the municipality will allocate resources and spend money, on what, and where. The issues and needs addressed in the IDP include everything Council does that affects residents, from basic services to economic growth.

Our organisation must plan ahead. These plans will enable Council to make the best use of scarce resources and speed up delivery, and assists councillors to make decisions based on the needs and priorities of their communities. Hence our IDP is reviewed every year.

The municipality's strategy for the next five years is based on five interrelated pillars which:

- A caring municipality is one where all citizens, particularly those most in need, have access to basic services.
- An inclusive municipality is one where every resident has a say and a stake in the future, and where community involvement in decision making is important.
- An opportunity municipality will be one in which conditions attract investment and, thus, job opportunities.
- A safe municipality, through community and stakeholder involvement, will mean freedom from fear of crime, and safer streets for all citizens.
- A well-run municipality means a transparent and corruption-free municipality, which is receptive to the needs of its citizens.

Emnambithi/Ladysmith municipality confirms the constitutional imperatives to ensure the dignity of our people is restored by providing quality services.

The degrading living conditions of our people will be improved for the better. Working together we have done a lot and more still needs to be done. We proud ourselves with the speedy provision of infrastructure such as, construction of community halls, bridges, provision of electricity and houses as part of eradication of informal settlements.

We have cared for the elderly, protected children, provided shelter to the needy and looked after the sick, fought the scourge of HIV and AIDS, fought crime and protected women from violence and abuse, through Operation Sukuma Sakhe, mentored and trained young people through the Mayoral Youth Development Centre.

I am proud to announce that our endeavours to achieve a clean audit are bearing progressive fruits. The process of achieving a clean audit is in line with Operation Clean Audit and this process is irreversible.

“The ultimate measure of a man is not where he stands in moments of comfort, but where he stands at times of challenges and controversy” so said Martin Luther King Jnr.

As true servants our people, we should play direct role in the upliftment of our communities in bringing hope, sharing their pain, their experiences and lead with them without telling no lies and claiming no easy victories. This will ingrain accountability and transparency, collective leadership and governance where service delivery protests will be a thing of the past.

We have aligned our IDP with the local government key strategic objectives and incorporated the performance management system to determine and assess our performance and our ability to achieve our goals and targets. This also constitutes part of Operation Clean Audit.

Aligned with the National Development Plan, I will lead this Council to being a developmental municipality that continuously improves the life of its community and provides a responsive, effective, efficient, sustainable municipal service in an accountable manner.

As the political head of this Council, I am confident because even under demanding and challenges times, we can put our heads above the water and navigate through storms towards prosperity.

As Council we will remain true servants of communities and continue with our national and political mandate to build a better country. For their dream of a better life to become true, Honourable Councillors, our people believe in us.

In loving memory of the late Dr. Nelson Mandela, *“It always seems impossible until it’s done.”*

“By 2032 Emnambithi/Ladysmith Local Municipality will be KwaZulu Natal most prosperous city, where all residents will enjoy a high quality of life”

MUNICIPAL MANAGERS FOREWORD

M P KHATHIDE

Emnambithi /Ladysmith has reviewed its Integrated Development Plan in a participatory process involving residents, commerce, industries and other stakeholders. Every year we need to review our course to make necessary adjustments to arrive at our towns desired destination of being a vibrant city. As the municipality we have been working hard to stabilise our structures and make them effective, efficient and accountable.

Our IDP must be able to take into account shifts in the global and local economy and any practical challenges that may arise in order for us to continue on reaching our strategic objective of an infrastructural economic growth noting the decline in growth of our country's economy. The municipality has recently reviewed its LED Strategy document in order to address the issue of attracting new investors into our town which has been one of our challenges in the last three years and also adopted a an energy master plan that will assist in the stimulation of economic growth, service delivery and job creation.

Unfortunately, the municipality is also faced with serious threats to its survival. The nonpayment of services is disabling the municipality with regards to its normal functioning. Furthermore, the high level of unemployment has a significant impact on the spending patterns in the town and surrounding areas. Finally, the lack of private sector investment is also impacting adversely on development in the area. The above situation suggests that we need to address critical issues in order to achieve an overarching vision of a responsive, accountable, effective and efficient municipal system:

- To ensure improved access to essential services;
- Initiate ward-based community programmes through Sukuma Sakhe to sustain livelihoods;
- Contribute to the achievement of sustainable human settlements and quality Neighbourhoods;

Strengthen participatory governance;

Strengthen the administrative and financial capability of the municipality;

Address coordination problems and strengthen cross-departmental initiatives;

Focus on shifting towards Sustainable Economic Development and Job Creation;

Ensuring that the marketing of the Emnambithi/Ladysmith Municipality is emphasized through our programmes and projects.

The harsh reality we are however currently faced with, is unfortunately that a too wide gap still exists between the expectations of our stakeholders and the institutional capacity of the ELM. During 2012/16 the focus will be on initiatives to improve the financial viability and revenue generation of the municipality and the substantial improvement of the day-to-day service delivery products and results of our key service areas. We understand that we will in the finalization of the 2012/16 IDP and Budget have to take cognizance of the state of the economy, the impact of municipal costs that exists in our economy and the service industry and the fact that grant and loan funding is becoming less sustainable.

Another equally significant opportunity is that the Emnambithi/Ladysmith Municipality has been identified by the KZN-PGDS-2011 as a tertiary node with the potential of becoming a city, the relatively high levels of established infrastructure, as well as dedicated personnel who are adequately skilled to meet the challenges within the municipal area.

I believe that the IDP is the management tool for binding all role-players on a continuous basis. The attainment of goals formulated in the IDP will improve the living quality of all residents within the area of jurisdiction. This planning approach gives us the opportunity and the equipment to make the jurisdiction of Emnambithi/Ladysmith Municipality the most progressive in the Northern part of KwaZulu-Natal. Let us work together to create a better future for us, and our children we owe this to the broad public. A word of thanks goes to the Emnambithi/Ladysmith Municipal Team for compiling a focused and relevant IDP document that can take the Municipality into the next five years.

CHAPTER

1

Executive Summary



Chapter 1

Executive Summary

1.1. Overview

The Emnambithi/Ladysmith Municipality is a category B municipality and is located in the Northern part of KwaZulu Natal. It is one of the five municipalities in the Uthukela District. The Municipality is strategically located along the N3 corridor which link Durban and Gauteng as well as the N11 which links it with Mpumalanga and Orange Free State provinces and as such its long term vision is to be the first metro municipality in the northern region. It has the highest population numbers compared to other municipalities and it is the most developed and serves as the regional economic hub in the district as most government regional offices are located within the municipality including industries.

Emnambithi/Ladysmith spans over an area of 3020Km² of which 70% is rural land with limited basic services and infrastructure. ELM comprises of 27 wards with 13 of those being rural wards and some of them administered by the Traditional Authorities name Inkosi Khumalo in Driefontein Block and Inkosi Shabalala in Matiwane. This situation will change though in the next coming year since the amalgamation process of Emnambithi and Indaka municipalities is already underway.

1.2 THE MUNICIPALITY AT A GLANCE

The following table seeks to summarize key municipal statistics:

Table 1:

TOTAL POPULATION	237 000
POPULATION GROWTH RATE	0.52%
AVERAGE HOUSEHOLD SIZE	4
UNEMPLOYMENT	34%
FLUSH TOILET CONNECTED	51.6%
WEEKLY REFUSE REMOVAL	58.1%
ELECTRICITY FOR LIGHTNING	82.1%

1.2.1 Spatial Planning

The ELM is strategically located at the intersection of two major national development corridors and trade routes that is: The N11 which runs in a north south direction linking KwaZulu-Natal with Mpumalanga Province; and The N3 which runs in an east west direction linking Durban and Johannesburg Metropolitan areas.

A Railway line linking KwaZulu-Natal and provinces such as Gauteng and Mpumalanga also runs through the area creating opportunities for the municipality to benefit from the recently announced rail infrastructure development programme. To realise this benefit the

municipality has established a medium term project called Intermodal Feeder Port with the aim of resuscitating railway lines in Ladysmith and create economic growth as stipulated in the Provincial Growth Development Strategy.

As such, the ELM is highly accessible at both regional and national level. This is recognised in the recently introduced Provincial Growth and Development Strategy for KwaZulu-Natal which classifies Ladysmith as a tertiary node with regional significance. This means that the area is earmarked for the location of infrastructure that serves the whole of Uthukela District and beyond, and connects the region with major urban centres such as Durban and Johannesburg. The ELM is also well located in relation to at least two of the major tourism destinations in KwaZulu-Natal. In fact, it serves as a base for the exploration of the Battlefields to the north and Ukhahlamba-Drakensburg Park to the south. The latter is a World Heritage Site and a world acclaimed tourist destination.

The municipality has also adopted a series of Local Area Plans that speaks to improving the lives of rural people in terms of proper planned basic services and uplifting the rural economy within the municipality. Areas planned for are:

- Driefontein Local Area Plan
- St Chads and Mcitsheni Local Area Plan
- Matiwane and Jonono Local Area Plan
- Steadville Local Area plan

As per the PDA, The municipality has moved towards creating a wall-to-wall scheme by identifying..... that have been recently initiated:

- ❖ Rural Scheme
- ❖ Urban scheme

Spatial Structuring elements of the municipality as contained in the SDF include

- Nodes(Concentration of activities)
- Corridors(Main roads/Arterials)
- Settlement patterns(Formal/Informal/Traditional)
- Restrictive conditions(Environmental/Topographical/Geo-technical)
- Environment /Open space Active/passive
- Urban Edge and
- Mix use Development

The municipality is in the process of reviewing in Spatial Development Strategy so that it will reflect the following:

- The desired 2030 vision, goals and objectives
- Strategic interventions required to meet the desired outputs
- A description of catalyst projects

1.2.2 The Environment

The municipality is located in the uThukela Water Management Area (WMA) with the Klip River and Sunday's River and their tributaries traversing the municipality. These rivers drain into the Tugela River (also known as uThukela), which is the largest river system in KwaZulu-Natal. The Tugela River forms part of the Tugela River Catchment, which is approximately 30 000 km² in extent. This is one of the important river catchments in South Africa, which drains from the Drakensberg escarpment into the Indian Ocean. There is substantial runoff from the Tugela catchment as a result of high rainfall. This presents the municipality with great opportunity in relation to agriculture.

The issue of contributing towards the green environment is also a priority in the municipality hence recently we have implemented projects that try to mitigate climate change. The municipality has constructed a waste recycling plant which will be fully function by 2015 and at the same time will contribute towards creating jobs in the area especially for rural people. Another project that the municipality will embark on this financial year is planting of trees in and around the town to address the emission of gas in the atmosphere around Ladysmith.

1.2.3 Population

Census (2011) indicates that the population for Emnamabithi/Ladysmith municipality has risen from a total of 225 459 people in 2001 to 237 437 in (2011) with an average growth of 0.52% which is much less than in 2001 where the growth rate was 4.67%. One of the reasons that has led to decrease in the population is that the youth migrates to other cities like Durban, Pietermaritzburg and Gauteng looking for jobs and tertiary institutions.

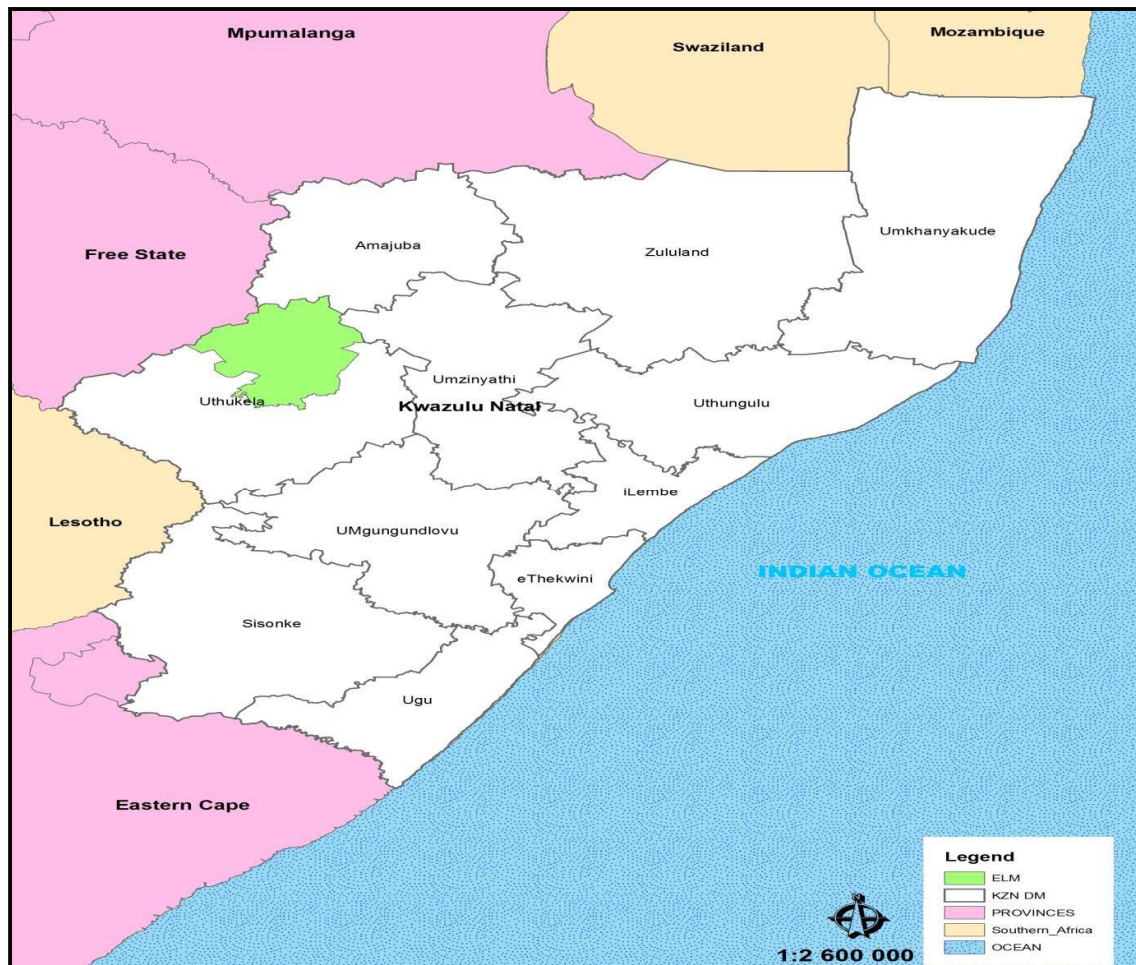
The municipality has also taken note that the upcoming Amalgamation of Indaka and Emanmbithi Municipalities will have an impact in population numbers with both municipalities combined roughly having 304 548 people. What is most notable about Indaka municipality is that it has no income revenue and relies solely on grants which will then have an impact on service delivery noting that Emnambithi has made some strides towards this issue. The number of unemployed youth will also rise with Indaka currently having 66.80 % Emnambithi 43.40% respectively. The issue of service delivery will also be a challenge as well as the economy as Indaka municipality's economic drivers currently is subsistent agriculture.

1.3. Municipal Socio-Economic Space Overview

1.3.1. Provincial Space Economy

Emnambithi/Ladysmith spans over an area of 3020Km² of which 70% is rural land with limited basic services and infrastructure. The municipality is laid on the banks of the UThukela River within the region of Northern KwaZulu Natal. It's boarded by the Greater Drakensberg Mountain to the extreme West. In terms of the socio-economic macro context, the municipality is midway between the National Primary Nodes of Johannesburg and Durban. To the west of the municipality lies the Free State Province and to the north the Mpumalanga province. Bisecting the municipality is the presidential prioritised railway corridor which links the areas of Durban and Johannesburg.

Figure 1: ELM PROVINCIAL OVERVIEW



1.3.2. District Space Economy

The Emnambithi/Ladysmith Local Municipality (LM) forms part of the UThukela District Municipality which comprises of 4 other Local Municipalities, namely; Okhahlamba LM, Indaka LM, Umtshezi LM and Imbabazane LM. The municipality currently functions as the main economic hub of the District Municipality with most of the regional offices and industries located in it. In terms of the District Management Area (DMA) of uThukela, the municipality covers approximately 11500km². It is located on the western boundary of KwaZulu Natal.

Figure 2: ELM DISTRICT OVERVIEW



The map above seeks to illustrate the spatial configuration of the District Municipality. It indicates the 5 local municipalities that make up uThukela District. It also shows the movement infrastructure of the municipality. Dissecting the DMA space economy is the N11 provincial route

which adjoins to the N3 National Route on the Northern parts of the municipality. This clearly illustrates the infrastructural strengths of the municipality.

1.3.3. Local Space Economy

ELM is one of the five category B Local Municipalities in the uThukela District Municipality. ELM comprises of 27 wards with 13 of those being rural wards and some of them administered by the Traditional Authorities name Inkosi Khumalo in Driefontein Block and Inkosi Shabalala in Matiwane. The map represents a range of settlements from urban to municipal service centers, agricultural landscapes, industrial and semi-rural residential settlements. The 27 wards within the Municipal jurisdiction are represented by 53 councilors, 10 of which sit on the Executive Committee

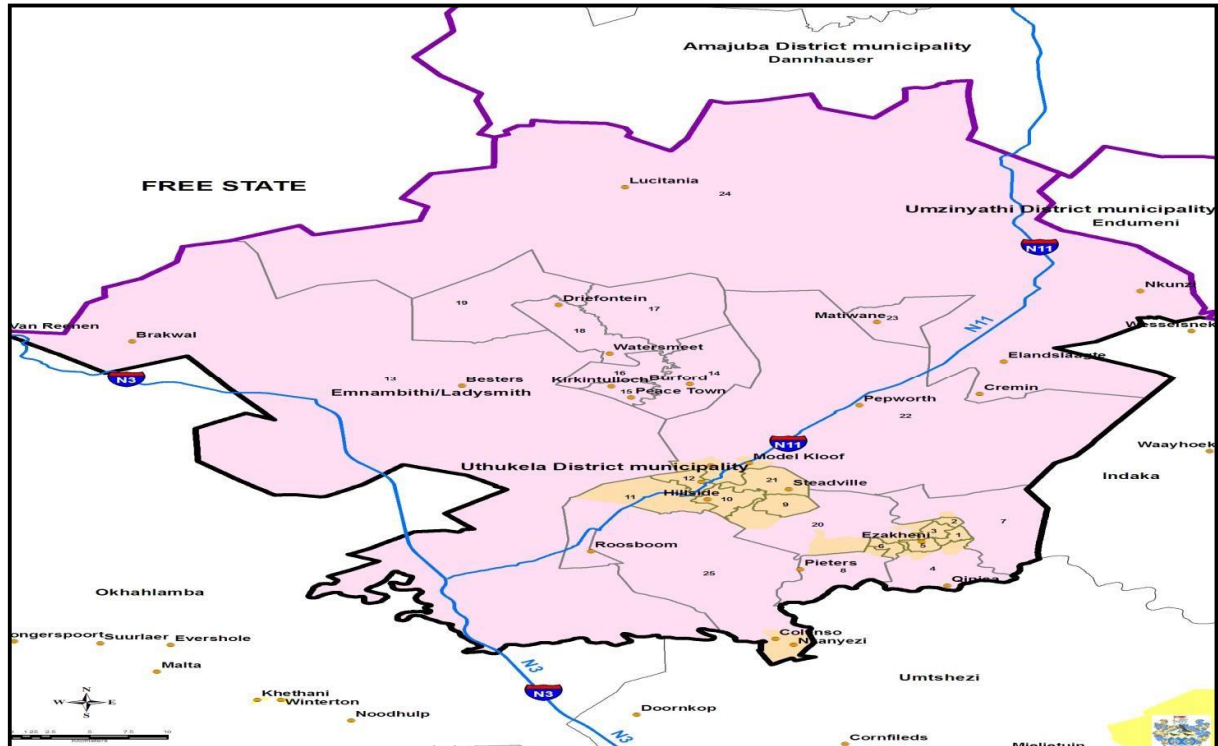
ELM comprises of the following areas

- Ladysmith Area;
- Colenso;
- Ezakheni;
- Steadville;
- St Chads;
- Driefontein Complex;
- Matiwanoskop; ● Roosboom

Ladysmith is the main/primary urban area/town in ELM. The Township was proclaimed in June 1850 and officially named Ladysmith later that year. It is accessed via the N11 that connects the town with the N3 and traverse the town while making its way to the north. The R103 from Colenso and Roosboom in the south intersects the N11 in the southeast. Residential suburbs include Egerton, Observation Hill, Reservoir Hill, Hospital Park, Rose Hill, Residential settlements include Steadville and Leonards Ville, with a border of commercial activity on its westernmost edge closest to the river and the CBD.

Industrial areas include the Danskrall Industrial area to the north-east and further southeast is the industrial area of Nambiti. The south-westerly periphery of the CBD over the Klip River is characterised by public open space and recreational areas, including Settlers Park, the Indoor Sports Complex and the Aerodrome. The remaining settlements are rural in nature with the exception of Colenso and Ezakheni, and other minor township such as Steadville.

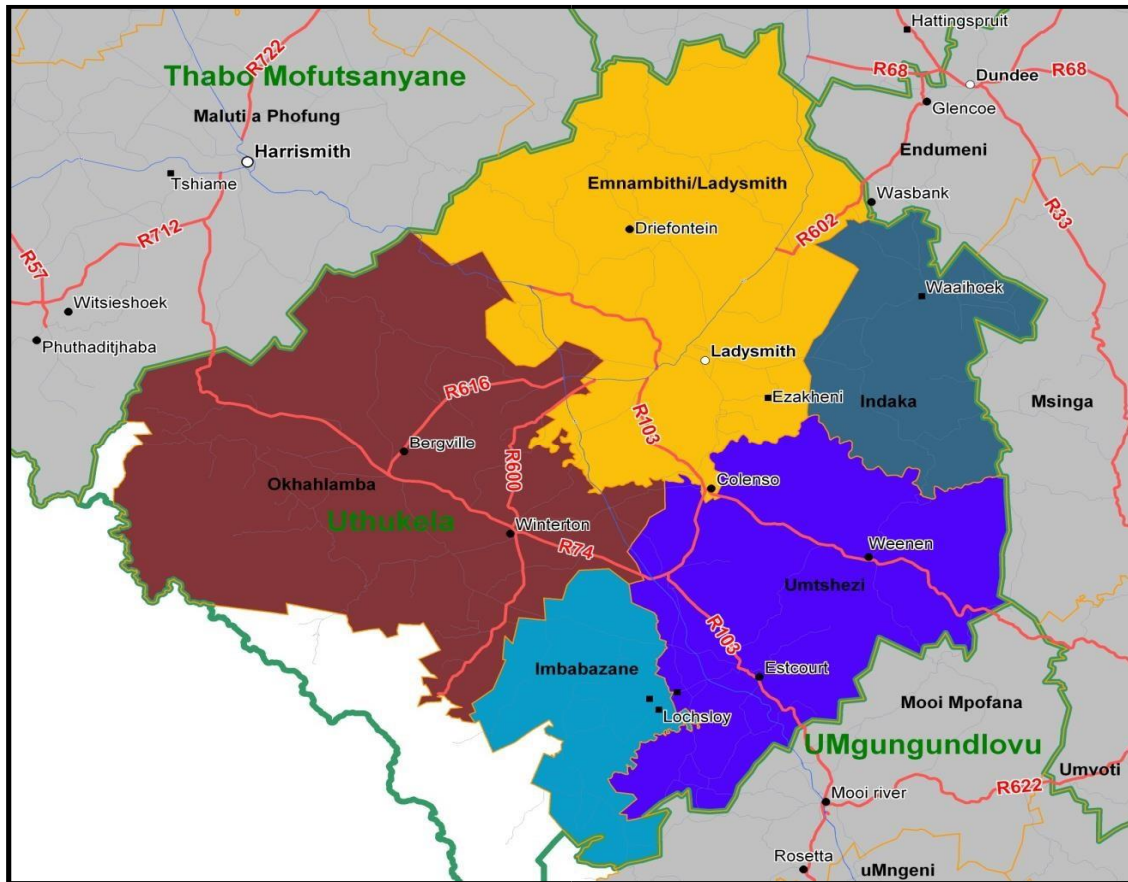
Figure 3: ELM LOCAL OVERVIEW



1.3.4. Locational Attributes of ELM

Emnambithi/Ladysmith Municipality (ELM) forms part of the UThukela District Municipality, which is one of the ten district municipalities in KwaZulu-Natal. The UThukela District is located along the western boundary of the KwaZulu-Natal Province (KZN), and adjoins the Kingdom of Lesotho and the Free State Province. ELM forms the northern segment of UThukela District and is bordered by the Free State province to the west, Dannhauser municipality to the north, Endumeni and Indaka municipalities to the northeast and east, Umtshezi municipality to the southeast and Okhahlamba municipality to the southwest. It covers an area of approximately 3020km² in extent and has a population of about 290 000 people (2009). Approximately 30% of the municipality is urban whilst 70% is rural, which presents obstacles in terms of service delivery.

Figure 4: ELM CONTEXTUAL OVERVIEW



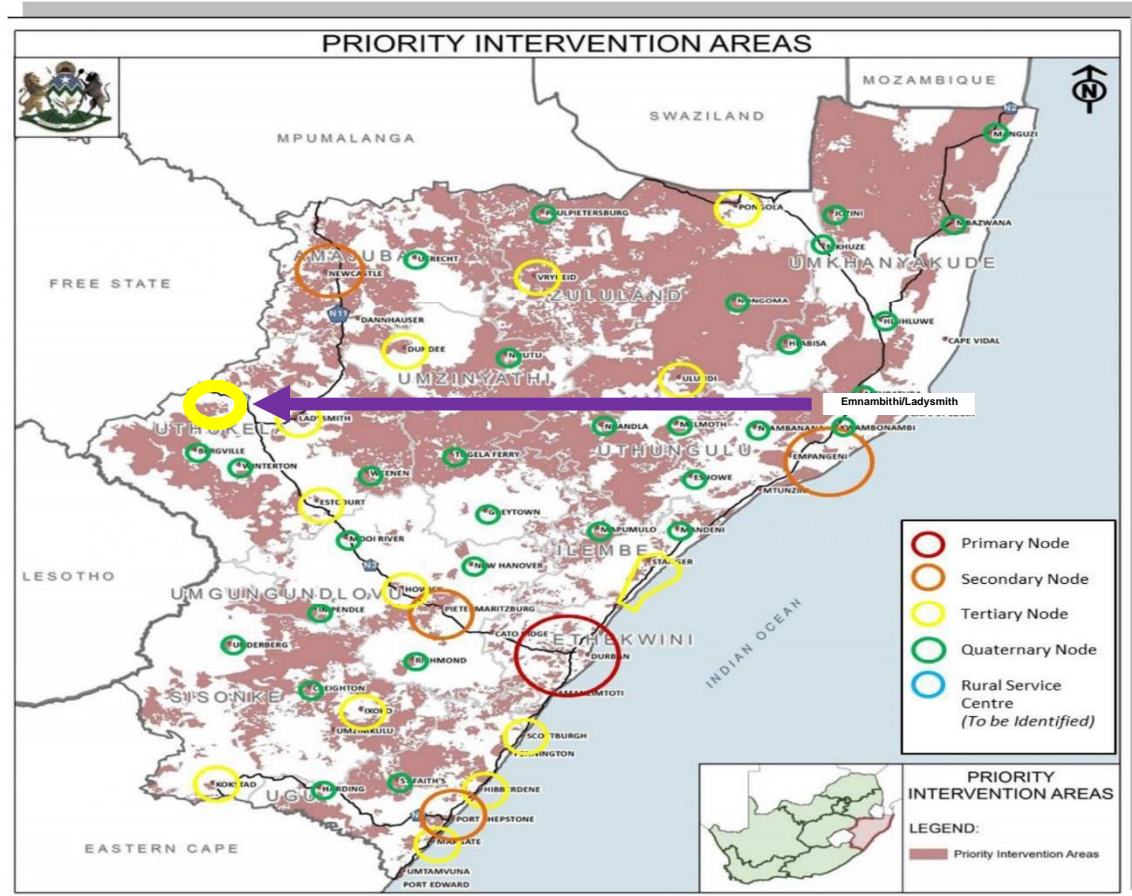
The municipality is anchored around Ladysmith Town which serves as a service centre and administrative centre for the whole of Uthukela District, and a commercial hub for the north-western part of KwaZulu-Natal.

The ELM is strategically located at the intersection of two major national development corridors and trade routes, that is: The N11 which runs in a north south direction linking KwaZulu-Natal with Mpumalanga Province; and The N3 which runs in an east west direction linking Durban and Johannesburg Metropolitan areas.

Railway line linking KwaZulu-Natal and provinces such as Gauteng and Mpumalanga also runs through the area creating opportunities for the ELM to benefit from the recently announced rail infrastructure development programme. To realise this benefit the municipality has established a medium term project called Intermodal Feeder Port with the aim of resuscitating railway lines in Ladysmith and create economic growth as stipulated in the Provincial Growth Development Strategy.

As such, the ELM is highly accessible at both regional and national level. This is recognised in the recently introduced Provincial Growth and Development Strategy for KwaZulu-Natal which classifies Ladysmith as a tertiary node with regional significance. This means that the area is earmarked for the location of infrastructure that serves the whole of Uthukela District and beyond, and connects the region with major urban centres such as Durban and Johannesburg.

Figure 5: ELM PGDS LOCATION



Ladysmith provides higher order goods to the whole district and houses most of the major industrial activities. Manufacturing activity is primarily concentrated in the Ladysmith-Ezakheni cluster, and is dominated by the textile and clothing sub-sector. The Emnambithi Local Municipality contains approximately half of the district's economic activity, particularly concentrated in the Ladysmith CBD, Ezakheni/Pieters and Danskraal Industrial area. The Emnambithi town also contains the majority of the government service sectors that plays a meaningful role to the economy of the uThukela/ Emnambithi sub-region through various logistics.

The ELM is also well located in relation to at least two of the major tourism destinations in KwaZulu-Natal. In fact, it serves as a base for the exploration of the Battlefields to the north and Ukhahlamba-Drakensburg Park to the south. The latter is a World Heritage Site and a world acclaimed tourist destination. This park is 243 000ha in extent and it is located along uThukela District administrative boundary. There are a number of natural and cultural attractions that exists within UKhahlamba-Drakensberg destination. The natural attractions include the Drakensberg Mountain, Archaeological sites, nature reserves (game viewing and bird watching), UThukela Biosphere Reserve, Tugela Catchments and Tugela River, Natural Bush, Forests and the climate is mostly

comfortable. The cultural attractions include the certain parts of the Battlefields and Memorial, Museums, Monuments, Rock Art, Crafts, Recreation (Horse Riding) and tourism routes.

The ELM is located in an region with a rich heritage and military history ranging from the uMfecane period (early 1800s) to the turn of the century when the Boers tried to stem the tide of British imperialism. It includes Shaka's predatory campaigns, the arrival of the Voortrekkers, the Anglo-Zulu War and the Anglo-Boer Wars. The Battlefields Route provides a structured journey around the sites of various battles, skirmishes and sieges which are situated in a broad belt running through the central core of the region, from Esctourt in the south, through Ladysmith, Dundee and Newcastle, to Charlestown in the north.

This presents the area with a unique 'tourism triangle' character, consisting of three of the five B's branding of provincial tourism – Berg, Bush and Battlefields. In addition to its three main destinations, there is a diversity of related attractions and accommodation facilities. This rich diversity allows tourists to experience a wide range of activities and scenes within a relatively small area, and is used as an important marketing element in the regional tourism industry.

The municipality is also located in the uThukela Water Management Area (WMA) with the Klip River and Sunday's River and their tributaries traversing the municipality. These rivers drain into the Tugela River (also known as uThukela), which is the largest river system in KwaZulu-Natal. The Tugela River forms part of the Tugela River Catchment, which is approximately 30 000 km² in extent. This is one of the important river catchments in South Africa, which drains from the Drakensberg escarpment into the Indian Ocean. There is substantial runoff from the Tugela catchment as a result of high rainfall.

1.4 Integrated Approach to the Development of the ELM IDP 2015/2015

The development of the strategic approach for the municipality is guided by the continual analysis done within the municipal area of jurisdiction but also noting the impact in the district with the aim of achieving our long term vision which is informed by the National Development Policy, Provincial Strategic Plan, Provincial Spatial Economic Strategy including the National and Provincial State of Address and other policies. Consultations were done with communities, sector departments, businesses, NGO's and all relevant stakeholders so as to have a buy in in the drafting process of the IDP and ultimately own the process.

Prior to the approval of the IDP, the following structures meet to discuss it in detail. Council in terms of the legislation is the structure that is entrusted with the responsibility of IDP approval. Our municipal IDP is then fed to the District IDP to give the holistic view. It is the same IDP that coordinates and link spatial information with non-spatial data in a single and user friendly presentation.

1.4.1 MEC Comments on the 2014/2015 IDP

The second review of the 3rd generation IDP should be drafted informed by the following mandate:

- Cabinet Lekgotla
- District Lekgotla
- M&E Framework
- State of the nation Address
- State of the Province Address and
- Outcomes 1-14

It should also be noted that this IDP was assessed considering the six Provincial Government Priorities, as identified in the state of the Provincial address 05 March 2014 by the Premier of KwaZulu Natal as well as the seven Provincial Growth and Development Strategy goals (PGDS). The link between the National Development Plan (Vision 2030) and the relevant KPAs was also considered.

1. MUNICIPAL IDP MATTERS OF EMPHASIS AND OBSERVATION

1.1. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

It is noted that your municipality has a range of Human Resource Policies in place, but it is not clear whether there is an adopted Human Resource Strategy. Kindly reflect on this in the next review. I also noted with pleasure that the municipality has an IT governance framework and IT strategy in place. I have, however, note with great concern that your CFO position is vacant and also that you do not have a dedicated human resource for environmental management and this position is also not included in the organogram/structure. You are urged to ensure that you take the necessary measures to ensure that service delivery is not compromised since these posts are vacant. In keeping with legislative developments in the country, your municipality is hereby advised that it needs to take cognizance of the requirements on the Spatial Planning and Land Use Management Act (SPLUMA) Act 16 of 2013 in respect of institutional arrangements and budget requirements for its implementation. The municipality is further encouraged to strengthen its controls by developing and implementing the IT governance framework strategy.

1.2 LOCAL ECONOMIC DEVELOPMENT (LED)

Thank you for the reference made to the LED strategy, although it has not been reviewed recently. I note that the LED Strategy has no clear alignment with provincial priorities. When it is reviewed you are encouraged to take cognizance of the Provincial Growth and Development Plan and the District Growth and Development Plan.

1.3 Service delivery and infrastructure

I thank you for a well-articulated KPA. It is noted that the municipality does not have a legal landfill site, but it is in the process of selecting a site for the new establishment of a new licenced landfill site. Your municipality is reminded that during the development of landfill site, environmental legislation is to be adhered to. Also, the Municipality needs to refer the local roads and indicate them spatially, as well as linking them to an Operational and Maintenance Plans. The municipality is encouraged to contact the relevant sector departments that are in

support of this KPA to assist with, but not limited to, mapping, Integrated Transport Plans and the development of Operational and Maintenance Plans. Please ensure that the next IDP review reflects progress in this regard. No information is provided to reflect progress on the availability of telecommunications in the municipal area. You are urged to include this information in the IDP review as to indicate the type and coverages within the municipal area. The swot analysis at the end of this KPA would enhance your IDP and provides a good indication of key areas of focus areas for planning and development of basic services.

1.4 Financial Viability and financial Management

I would like to commend your municipality for a well-structured overview of the Financial Viability and Management KPA. The following comments serve as key observations and short comings which must be addressed in the next IDP review. Your municipality is noted for aiming to receive a clean audit. However, more detailed information is required which will allow for greater understanding of the financial aspects of the municipality. It appears that there is a challenge in spending the capital budget and this impacts negatively on service delivery. You are urged to prioritise the spending of the capital budget, as well as to indicate whether the municipality has the project management and municipal capacity to implement the budget. You are, therefore, urged to develop financial strategies inclusive of the Revenue enhancement strategies that will contribute to the financial improved of the municipality. The next IDP Review should also include the SDBIP, OPMS, SWOT analysis of the financial KPA, as well as how the municipality is responding in terms of national and provincial priorities.

1.5 Good Governance and Public Participation

Your municipality is commended for being part of the established IGR structures. However, you are encouraged to further participate in the implementation of the IGR Terms of Reference. In addition, the municipality is encouraged to expedite the development, adoption and implementation of the Communication strategy. Furthermore, please note that references to improve the SCM process do not entail the existence of your Bid Committees. You are, therefore, encouraged to include the status or functionality of the Municipal Bid Committee in the next IDP review. You are also encouraged to report in more detail on the status and functioning of Portfolio Committees in future.

1.6 Cross Cutting Interventions

I note that you have complied with Section 26(e) of the Municipal Systems Act (Act No. 32 of 2000) which requires your municipality to ensure that the SDF is included in your IDP. The SDF is required to be in compliance with Section 2(4) of the Local Government Planning and Performance Management Regulations, 2001 (Reg. 796 of 2001). In addition you are reminded that compliance with the principles and content of the SPLUMA will be required in the 2015 SDF/IDP review process. I commended your municipality for making good progress in developing a detailed SDF and the SDF clearly articulates the spatial vision and long term trajectory of development for the municipality. The SDF identifies areas for intervention and provides detailed information through the use of local area plans for key settlements in the municipality which is regarded as good practice.

Cross – border alignment is also dealt with in an exemplary manner. You are encouraged to continue refining the SDF through the development of additional local area plans, and updating the Capital Investment Framework taking into consideration the COGTA Capital Investment Framework

Guidelines. Particular attention needs to be given to improving the legibility of maps contained in the SDF. It is also important to utilise the latest STASSA (2011) Census data. A Strategic Environmental Assessment of the impact of the SDF should be prioritised. You are reminded to include a clear indication on public consultation that has taken place in developing your SDF in accordance with the requirements of the MSA.

I note with great concern that, although, you have been participating in the Strategic Integrated Projects (SIP2) since 2013, there is no mention in your SDF of the benefits your community is deriving from this important programme. It is recommended that your municipality carefully considers all the elements of the applicable SIPs of the National Infrastructure Plan of 2012 in your next SDF review. The municipality is required to develop policy guidelines for the protection valuable or high potential agricultural land in its area of jurisdiction in compliance with SPLUMA. While I recognise that attempts have been made to address agriculture as an economic driver, the situational analysis within the IDP lacks a dedicated section for agriculture which identifies and prioritises. The situational analysis must identify all high value agricultural land taking cognizance of the KZN DARD Land categories dataset and Draft Policy Guidelines, with additional soil and vegetation surveys conducted where more detail is required specific to your municipality. Threats to production must also be identified. Some agricultural sector goals and opportunities have been identified in the IDP, but a clear strategy to achieve the goals and optimise opportunities have not been detailed.

2. Other Key Observations to take into consideration

In addition to the comments made above below are points that have to be adhered to regarding development intricacies and challenges that face municipalities in the arena of development and planning. I particularly note the following:

2.5 Strategic thrust of reviewed IDP

I note that your municipality has included goals, objectives and strategies in the Executive Summary of the IDP. The objectives are not well defined as per available guidelines, and related strategies were omitted. The KPI's proposed in the Executive Summary are deemed to be too operational and not strategic in nature. These objectives and strategies do not correspond with those in Chapter 4 of the IDP, which seems to be more strategic in nature and better defined. It is proposed that the municipality develops one set objectives, strategies and indicators which will guide the strategic direction of the organization. The municipal objectives and indicators are not aligned to the 6 national KPI's. I encourage you to align your objectives and strategies with the 6 national KPI's. I acknowledge that the municipality has included a section on organizational and individual performance management systems in its IDP. This section refers to perspectives, which is not aligned with the 6 national KPA's and also does not align with either of the two sets of objectives and strategies in the IDP. I encourage the municipality to improve its performance management component in the IDP, by providing more detail on the process as well as a more comprehensive report back on the previous year's performance and aligning its performance perspectives to the 6 national KPI's as well as its own objectives and strategies.

2.6 Implementation of Operation Sukuma Sakhe

Your municipality is commended for the progress made with the roll-out of various OSS programs in your municipal area of jurisdiction.

2.7 Municipal Turn around Strategy

I note that you have attached MTAS to the IDP and encourage the municipality to continue reporting and monitoring the MTAS to ensure that all set targets are met.

3. Overall credibility assessment of your IDP

I have noted with a concern that your presentation of information in the IDP does not have a strategic flow. In addition the document is without page numbering and, therefore, use unfriendly. Please utilise the IDP Framework Guide to improve the flow of information and make the document reader friendly.

1.4.2 PROCESS PLAN

Emnambithi /Ladysmith municipality prepared and adopted a Process Plan as per Section 28 (1) of the Municipal Systems Act (2000) to ensure alignment of the IDP, Performance Management Systems (PMS) and the budget.

Table below outlines roles and responsibilities of who is involved in the IDP review, what is each stakeholders role including what needs to be done and by when.

Role Player	Roles and Responsibilities
Council	Adoption of an IDP Adoption of a Process Plan. Annually Review IDP. Amend IDP under changing circumstances.
EXCO	General management of the drafting of the IDP. Assign responsibilities in this regard to the Municipal Manager and Portfolio Committees. Recommend the IDP draft plan to the Council for adoption.
Councillors	Linking the IDP process with their constituencies. Organising the public participation.

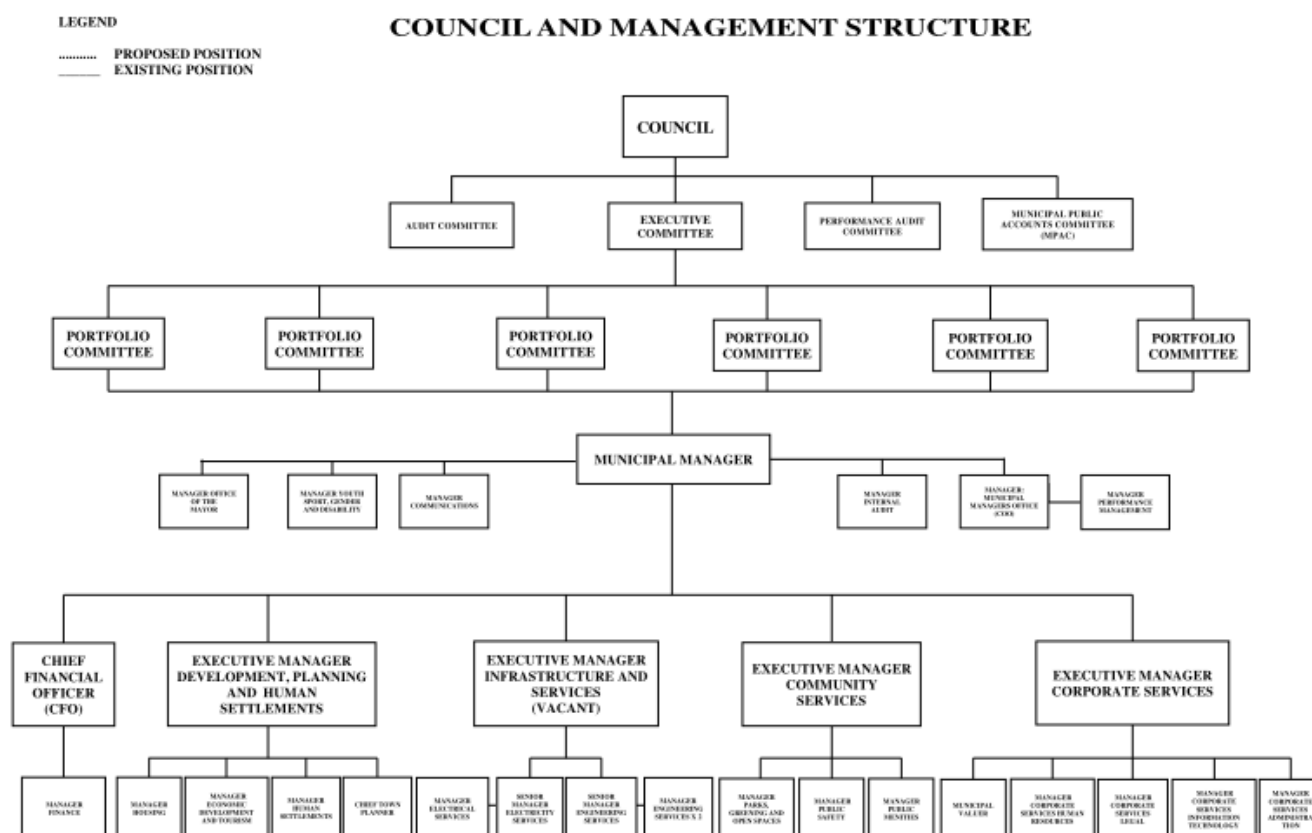
Portfolio Committees	To make recommendation to EXCO.
Municipal Manager	Decide on planning process; Develop and compile a draft IDP;
	Monitor the process of IDP Review; Overall Management and co-ordination; Provide the necessary resources for the compilation and implementation of the IDP. Ensure that the Budget and SDBIP is informed by the approved IDP. Submit a draft IDP to the EXCO.
Municipal HoD's	Provide technical/ sector expertise. Prepare and review selected Sector Plans. Prepare draft progress reports and proposals.
IDP Manager	Day-to-day management of the process.
IDP Steering Committee	Assist and support the Municipal Manager/IDP Manager and Representative Forum. Information "GAP" identification. Oversee the alignment of the planning process internally with those of the local municipality areas.

IDP		Budget
Aug 14	Draft and adopt IDP Process Plan	Annual Financial reports (previous year) to Council
Oct 14	Review and align Municipal Vision (What does the municipality want to achieve?)	Budget estimates (All income source, MTEF & Implementing agents & Council) Submit Budgetary time schedule
Oct 14	Engage with Service Providers Re. MTEF's Align Vision, Objectives and Strategies Project (phase two) Identification/ prioritisation per municipality	

Nov 14	RF Meeting- Vision, Objectives, Strategies and Projects Services Providers finalise their MTEF's	Departments submit draft Capital budgets
Nov 14	Finalise MTEF Projects from SP's Finalise project list RF Meetings- Projects	Review budget estimates
Dec 14	Prepare business plans for projects	
Jan 15	Needs Identification through public meetings	Departments submit Draft Operational budgets
Feb 15	Needs Identification through public participation Table the First Draft IDP	Finance Submit First Draft budget to MM Present budget to EXCO
March 15	Draft IDP Approval by EXCO	MM Table the Draft Budget to Council and refer to the public for public comments
27 March 15	Submission of draft 2015/16 IDP's	
07 April 2015	Draft IDP assessment Feedback session	
April 15	Public Consultation on the Approved IDP Framework	Council Adopt the Final Budget
May 15	Review of Sector Plans	Consider feedback from community and Provincial and National Mayoral Response
June 15	Council Adoption of IDP	
July 15	Submit the IDP to the MEC Adoption of a Process Plan	Adoption of a Process Plan

1.4.3. Institutional Arrangement

The ELM municipality consist of the following Departments which ensures the delivery of services and oversight of municipal affairs: the Office of the Municipal Manager, Department of Finance, Department Development and Planning, Department Community Services, Department Corporate Services, Department of Human Settlements, Department Engineering Services, Department of Electrical Engineering and worth noting is that all the section 56/57 managers positions are filled except for the Executive Manager for Infarstructure and Services where there's an acting person and the position will be filled by no later than end of July 2015. In terms of the vacancy rate within the municipality it is 67.56% and for the last financial year 37 post were budgeted for, 25 post were filled only twelve were not filled.



1.4.4 Public Participation

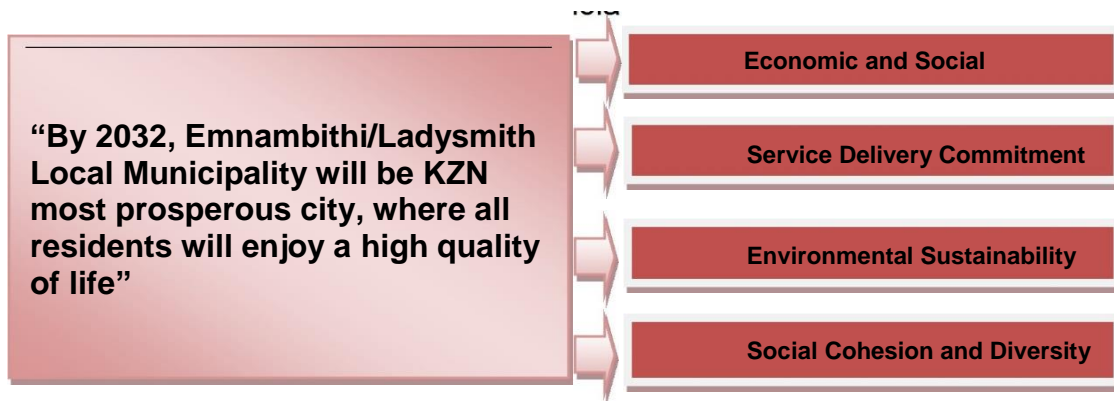
Public meetings have been held with communities, ward committees, sector departments, business people and other stakeholders to ensure that the development of the IDP has been an inclusive process. Further engagements have been held with the District municipality to ensure alignment of the municipality with the District IDP.

1.5. Emnambithi/ Ladysmith Municipality: Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

STRENGTHS	WEAKNESSES
<p>Good Infrastructure and Road Networks (road & rail & airport, the N11, N3 & Aerodrome)</p> <p>Proactive municipal structure and administration</p> <p>Diverse and broad economy</p> <p>Abundance of undeveloped land</p> <p>Strong political alignment which creates a conducive environment for functionality and service delivery.</p> <p>Good customer relations with all sectors of our society</p> <p>Skilled and experienced staff compliments that are able to provide administrative and technical leadership to enable effective decision making to politicians.</p>	<p>Weak & poor co-operation & communication between local municipality and district municipality and between municipal internal sector departments</p> <p>Poor investment strategy and business retention.</p> <p>Inefficient communication between business society and the municipality.</p> <p>Poor revenue collection</p> <p>High number of poor and indigent communities</p> <p>Poor staff retention strategy</p> <p>Lack of upwards mobility plans and strategies.</p> <p>In consistent job evaluation</p> <p>Poor communication and understanding of roles and responsibilities between councillors and officials. Poor grant funding</p>
OPPORTUNITIES	THREATS
<p>Strategically located between Johannesburg & Durban economic hubs</p> <p>Branded city “The home of Ladysmith Black Mambazo”</p> <p>Number of tertiary educational facilities</p> <p>The proposed Regional Mall along Helpmekaar Road; Extension 15 Development</p> <p>The location of the Big 5 Game Reserves and tourism facilities & sites.</p>	<p>Aging infrastructural services High rates and property taxes.</p> <p>Poor or lack of disaster management plans and strategies</p> <p>Migration of skilled and competent labour</p> <p>High levels of political interference in administrative processes and procedures</p> <p>Poor intergovernmental relations</p> <p>High crime rates and high levels of poverty.</p> <p>Unequal service delivery that is more urban bias at the negligent of rural communities.</p> <p>HIV/AIDS represents a serious economic threat.</p>

1.6 Vision

Taking into account the human and financial capabilities of the municipality the council envisions that:



The vision commits the municipality to championing economic development within the key sectors that characterises Emnambithi/ Ladysmith. It also entrust the municipality with the responsibility of delivering services and creation of a safe and healthy environment. This vision is also embedded with economic, social, service delivery and social cohesion elements.

3.2. Elements of the Vision

The ELM vision encompasses the following five dimensions of development in which we strives for:

1. **Economic:** a broad, diverse and inclusive economy that grows at least at a 3% growth rate per annum in order to create conducive conditions for employment opportunities.
2. **Social:** social harmony and inclusiveness, poverty alleviation and equity
3. **Service Delivery:** an excellent service delivery for all residents
4. **Social Cohesion:** unity and strength and good social relations
5. **Environmental Sustainability and Diversity:** development that meets the needs of today without compromising the ability of the future generations to meet their own needs. We strive for tolerance of diversity and we strive to be a resilient town that can adept and survive all conditions imposed upon it.

3.3. Mission

Emnambithi/Ladysmith Municipality wants to create a more inclusive society by working towards greater economic freedom for all the people in Ladysmith and this will require the municipality to increase opportunities by creating an economically enabling environment in which investment can grow and jobs can be created.

In addition to that, it is a legal requirement of the Municipal Systems Act that Municipalities should set and implement strategic priorities, predetermined objectives, indicators and

targets aligned to the local government strategic agenda. Moreover to this, the framework should be in line with the Performance Management System of the municipality so as to enable the assessment of developmental progress and shortfalls of each area and enhance where applicable and necessary. Therefore, Emnambithi/Ladysmith has set the following strategic objectives and goals for the next 5 years:

MUNICIPAL STRATEGIC GOALS

GOAL NUMBER ONE: CREATING A CONDUCIVE ENVIRONMENT FOR ECONOMIC GROWTH AND JOB CREATION

- To ensure enhancement of appropriate and sustainable LED
- To contribute towards the development of Tourism Sector
- To contribute towards the development of the Agricultural Sector
- To promote the participation of Woman, Youth and the Disabled in LED projects and activities
- To promote SMME Development
- City Regeneration

GOAL NUMBER TWO: FINANCE

- Improve financial viability of municipality
- To enhance effective and efficient SCM process and procedures
- Improve budget implementation in the municipality

GOAL NUMBER THREE: SPATIAL DEVELOPMENT (CROSS CUTTING)

- To improve response to disasters
- To promote the sustainability and protection of the municipality
- Improve strategic and spatial planning in the municipality

GOAL NUMBER FOUR: GOVERNANCE

- To improve municipal inter-departmental
- and external (including IGR) communication
- Alleviate fraud and corruption in the organisation
- Improve effectiveness of public participation in the municipality
- Improve municipal efficiencies and operations
- Increase social development in municipal area

GOAL NUMBER FIVE: BASIC INFRASTRUCTURE

- To improve access to infrastructure
- To plan and support the acceleration of sustainable human settlements at appropriate locations

- Improve access to electricity
- Improve the provision and maintenance of municipal roads and sidewalks
- Enhance access to and provision of social and community services

GOAL NUMBER SIX: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

- To ensure that the Municipality has well skilled, competent, reliable and motivated employees and Councillors
- To improve institutional and organisational capacity
- Improve municipal performance through PMS implementation
-

MUNICIPAL STRATEGIC OBJECTIVES

Proper Human Resource Development & Management

Effective Implementation Works Skills Plan

Effective Implementation of Employee Equity Plan

Effective Employee Assistance Programme

Effective Implementation Health Care and Employees Wellness

Development and Implementation of effective Valuation

Improve Access to Basic Services

Expanded Public Works Programme

Development and Maintenance of Parks, Gardens, Open Space and Entrance

Municipal Greening and Promotion

Provision and maintenance of basic sporting facilities and recreational facilities

Provision of Library Services

Management of Traffic Administration and Income

Conduct Law Enforcement

Promotion of Compliance with Roads Traffic Act

Promotion of Security and Public Safety Management

Maintenance of Municipal Fleet

Maintenance of Community Facilities

Implementation of Municipal Grants

Implementation of Expanded Public Works Programme

Improve Housing and Building Control

Provide Basic Service Delivery

Implement Proper Waste Management Improve the implementation of OSS, Ward Committees and Youth Development

EMNAMBITHI/LADYSMITH PERFORMANCE MANAGEMENT SYSTEM

The municipality has adopted the following PMS which consists of National Key Performance Areas, Municipal Strategic Objectives which follow the concept of being smart, followed by that are indicators and units of measurement, targets and budgets.

PRE DETERMINED OBJECTIVES 2014/2015													
NAME OF MUNICIPALITY: EMNAMBITHI/LADYSMITH MUNICIPALITY													
IDP/KPI No	NKPAs	Strategic Objective	Key Performance Indicators	Measurable Output/Outcome	Annual Budget	Annual Target	Baseline 2013/2014	Quarterly Targets					Portfolio of Evidence
								Quarter 1		Quarter 2	Quarter 3	Quarter 4	
2014/001	Municipal transformation and Institutional Development	Implementation of Workplace skills plan	Implementation of Training in line with Circular 60	Number of trainings	R 1 600 000.00	8		Target	Actual	Target	Target	Target	
2014/002		To maintain an adopted valuation roll for rating	An updated valuation roll	1 Supplementary valuation roll	n/a	1 Supplementary valuation roll	na	2	3	2	2	2	Training Registers and samras expenditure
2014/003		Provision of descent housing to deserving beneficiaries	Re-construction and restoration of houses	Number of units	DoHS Funding	400	n/a	Preparations and completion of SV4	Preparations and completion of SV5	Attending to valuation appeals	Preparations and completion of SV5	Preparations and completion of SV 6	Supplementary Roll, Appeal schedules of the board
2014/004			Construction of houses at Shayamoya Phase I	Number of units	DoHS Funding	92	New Project	100	284	200	200	200	Completion Certificates
2014/005			Construction of Bluebank Sportfields	Amount	R 3 000 000	R 3 000 000	New Project	23	R 0.00	23	23	23	Hand over certificates

2014/006	1 Infrastructure Development	Provision of recreational facilities	Construction of Mafwene Sportfields	Amount	R 3 000 000	R 3 000 000	New Project	R 750 000.00	R 0.00	R 750 000	R 750 000	R 750 000	SAMRAS Print Out & Projects Files
2014/007			Construction of Recreational Park: Steadville/Tsakane	Amount	R 2 000 000	R 2 000 000	New Project	R 750 000.00	R 23 762.28	R 750 000	R 750 000	R 750 000	SAMRAS Print Out & Projects Files
2014/008			Construction of Swimming Pool: St Chads	Amount	R 500 000	R 500 000	New Project	R 500 000.00	R 37 727.61	R 500 000.00	R 500 000.00	R 500 000.00	SAMRAS Print Out & Projects Files
2014/009			Construction of Ezakheni Sport Complex	Amount	R 4 000 000	R 4 000 000	New Project	R 125 000.00	R 308 784.50	R 125 000.00	R 125 000.00	R 125 000.00	SAMRAS Print Out & Projects Files
2014/010		Safety and streetlighting facilities	Construction of Streetlights in Peacetown	Amount	R 1 500 000	R 1 500 000	New Project	R 2 000 000.00	R 0.00	R 2 000 000.00	R 0	R 0	SAMRAS Print Out & Projects Files
2014/011			Construction of Streetlights in Watersmeet	Amount	R 1 500 000	R 1 500 000	New Project	R 375 000.00	R 0.00	R 375 000	R 375 000	R 375 000	SAMRAS Print Out & Projects Files
2014/012			Construction of Streetlights in Driefontein	Amount	R 3 000 000	R 3 000 000	New Project	R 375 000.00	R 0.00	R 375 000	R 375 000	R 375 000	SAMRAS Print Out & Projects Files

2014/013	Basic Service Delivery and	Provision of electricity	Construction of Burford Streetlights	Amount	R 1 000 000	R 1 000 000	New Project	R 750 000.00	R 0.00	R 750 000	R 750 000	R 750 000	SAMRAS Print Out & Projects Files
2014/014			Colenso Industrial site	Amount	R 6 400 000.00	R 6 400 000.00	New Project	R 500 000.00	R 244.00	R 500 000	R 0	R 0	SAMRAS Print Out & Projects Files
2014/015		Provision of road network system	Construction of 2 Km Tarred Roads- 2,6,8	Amount	R 27 000 000	R 27 000 000	New Project	R 1 600 000.00	R 0.00	R 1 600 000.00	R 1 600 000.00	R 1 600 000.00	SAMRAS Print Out & Projects Files
2014/016			Construction of Pedestrian Bridge at St Chads	Amount	R 2 000 000	R 2 000 000	New Project	R 6 750 000	R 0	R 6 750 000	R 6 750 000	R 6 750 000	SAMRAS Print Out & Projects Files
2014/017			Construction of Tarred Road: Ntombi's Camp	Amount	R 10 000 000	R 10 000 000	New Project	R 500 000.00	R 0.00	R 500 000.00	R 500 000.00	R 500 000.00	SAMRAS Print Out & Projects Files
2014/018			Construction of Tarred Road: Area J	Amount	R 10 000 000	R 10 000 000	New Project	R 2 500 000.00	R 0.00	R 2 500 000.00	R 2 500 000.00	R 2 500 000.00	SAMRAS Print Out & Projects Files
2014/019		Provision of community services	Construction of Link Road Road: Acaciavale to Ezakheni	Amount	R 17 000 000	R 17 000 000	New Project	R 2 500 000.00	R 1 812 987.10	R 5 000 000	R 7 500 000	R 10 000 000	SAMRAS Print Out & Projects Files
2014/020			Construction of Constituency Offices	Amount	R 800 000	R 800 000	New Project	R 8 500 000.00	R 5 451 179.00	R 8 500 000.00	R 0	R 0	SAMRAS Print Out & Projects Files
2014/021			Construction of Community Hall: Area J	Amount	R 3 000 000	R 3 000 000	New Project	R 200 000.00	R 16 401.04	R 200 000.00	R 200 000.00	R 200 000.00	SAMRAS Print Out & Projects Files
2014/022	Good Governance, Ward Committees and Public Participation	Improving Community Involvement	Involvement of Ward Committees in setting and review of key performance targets	Number of meetings	n/a	2	New Project	R 1 000 000.00	R 0.00	R 2 000 000	R 2 500 000	R 3 000 000	SAMRAS Print Out & Projects Files
2014/023	Financial Viability & Financial Management	Maximise revenue	Quarterly collection rate	Percentage	n/a	86%	n/a	1	1	N/A	1	n/a	Attendance Registers and Minutes
2014/024	Local Economic Development	Implementation of effective LED programmes	Intermedial Feederport-Helpmekar	Amount	R 6 000 000.00	R 6 000 000.00	91%	86%	93%	86%	86%	86%	Annual Financial Statements
2014/025			Waste Recycling Project	Amount	R 3 000 000.00	R 3 000 000.00	New Project	R 1 500 000.00	R 523 067.71	R 1 500 000.00	R 1 500 000.00	R 1 500 000.00	SAMRAS Print Out & Projects Files

New Project	R 750 000.00	R 174 637.50	R 750 000.00	R 750 000.00	R 750 000.00	SAMRAS Print Out & Projects Files
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2013/2014 Municipal Turnaround Strategy

N O	MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES CHALLENGES
1	REDUCTION OF MOTOR VEHICLE ACCIDENTS	<p>Ensure compliance in terms of Council's Fleet policy.</p> <p>Nil cases of Council vehicles damaged in collisions or involved in any incident.</p> <p>Reduction of insurance claims.</p> <p>Promote culture of ownership by drivers.</p> <p>Departmental Managers to appoint transport managers within departments</p>	<p>Continually assess vehicles for roadworthiness.</p> <p>Ensure Supervisors/drivers conduct pre-trip inspection before vehicle is despatched.</p> <p>Use vehicle tracking system to monitor behaviour of drivers and abuse of vehicles.</p> <p>Ensure that all drivers have tags to activate vehicle and identify drivers.</p> <p>All drivers are assessed before permission is granted to drive a municipal vehicle.</p> <p>Two Council owned vehicles were involved in collisions.</p>	<p>Mr M Sewparsad Mr M D Viljoen Mr M Abdool</p> <p>Mr S Larson</p> <p>Mr S Larson</p> <p>Departmental Supervisors</p> <p>Mr M Abdool</p>	June 2013	<p>Continuous negligence reckless driving by personnel.</p> <p>Use of alcohol by drivers (Lack of supervision)</p> <p>Drivers not reporting incidents to supervisors Lack of supervision in departments.</p> <p>Theft.</p> <p>Lack of support to Municipal Public Safety in terms of capacity.</p> <p>Vehicles damaged by drivers discovered only when vehicle presented at workshop.</p>
2	RECORDS MANAGEMENT: INSTALLATION OF SOFTWARE AND MAINTENANCE OF THE BUILDING	<p>2.1. Records Building/storage to be upgraded and maintained in accordance with Archives requirements</p> <p>2.2. dataSTOR software</p>	<p>2.1. Central Records building undergoing major renovations (In-house)</p>	Z J Dladwa		2.1. Renovation completed

N O	MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES CHALLENGES
	WHERE RECORDS ARE KEPT		<p>2.2. The software to be installed at Corporate Services (HR), Development and Planning, Electricity & Engineering. Training to be provided to relevant staff</p>		30/4/2013	<p>2.2. Training done. Software installed</p>

3	SUPPLY CHAIN MANAGEMENT – BIDS LESS THAN R200 00-00 BE CONSIDERED IN THIS SECTION	<p>Procure goods and services within 14 days</p> <p>April 2013-90% processed within fourteen (14) days</p>	<ul style="list-style-type: none"> On receipt of procurement forms, source quotations from suppliers. Obtain a declaration of interest from suppliers. Advertise for seven (7) days on items above R30 000. Get HOD's/MM's approval Issue an order within fourteen (14) days 	Acting Senior Accountant: SCM	Fourteen (14) Days	<ul style="list-style-type: none"> Delays in getting responses /quotes from suppliers. Incorrect /insufficient funds line items used Delays in getting approval from HODs/MM. Non-compliance SCM policy due to poor planning. Insufficient information provided on procurement forms.
4	REVENUE COLLECTION	<p>Collection Rate: 2012/13</p> <p>July 2012 - 109.9% Aug. 2012 - 113.3% Sept. 2012 - 102.4% Oct. 2012 - 95.6% Nov 2012 - 98.6% Dec 2012 - 76.25% Jan 2013 - 91.13% Feb 2013 87.00% March 2013 98.64% April 2013 99.43%</p>	<ul style="list-style-type: none"> Bill all ratepayers and consumers & mail invoices timeously. On the 8th of every month, prepare a disconnection list and forward it to EES for actioning. 	Senior Accountant: Credit Control and Income	Monthly	<ul style="list-style-type: none"> No disconnection or control measure in place for Ezakheni and farms. Blocking of prepaid accounts in arrears in use.

N O	MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES CHALLENGES

5	CLEAN AUDIT	Received an unqualified audit opinion from the A-G for the 2011/12 financial year.	<ul style="list-style-type: none"> Comply with legislation. Follow procedures and implement approved policies correctly. Reconcile all accounts at least monthly. Run a clean administration. Maintain and update a compliance checklist. Dealing with A-G queries raised in the last 2011/2012 Financial Year audit to ensure that they do not recur in this Financial Year. Commenced with an Action Plan to compile bi-annual Annual Financial Statements 	All Heads of Departments	Monthly	<ul style="list-style-type: none"> Poor planning. Resistance to compl Incompetent and unskilled labour. Placing of staff with relevant skills and qualification. Infighting.
6	ELECTRIFICATION OF HOUSES TO BE CONSTRUCTED	<p>Electrification 2011/12 - 127 connections remaining.</p> <p>400 Houses –Ntokozweni</p>	<p>In-house, 714 connections completed.</p> <p>Marketing done. Prelim design completed. Outsourced to Service Provider.</p>	<p>Mr. Y E Seedat</p> <p>Mr. Y E Seedat</p>	<p>30/6/2013</p> <p>30/6/2013</p>	<p>Construction of houses completed.</p> <p>Houses not completed. Bids advertised.</p> <p>Bids advertised.</p>

N O	MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES CHALLENGES
		MV Backbone To Ntokozweni	Provide electricity. Materials procured. Outsourced to Service Provider.	Mr. Y E Seedat	30/6/2013	
		MV / LV Reticulation – Colenso	RHDHV are currently busy conducting site investigations and preparing a prelim design for this project. We are approximately 10-15% complete.	Mr. Y E Seedat	30/6/2013	Bids advertised.

		Settlers-Jantha Backbone	Awaiting 11kV X 2 Circuit breakers	Mr. Y E Seedat	30/6/2013	Awaiting Bid process
7 .	GREENING OF THE TOWN AND RECYCLING OF POOLS	<p>Promote community environmental awareness</p> <p>Minimize the impact of climate change</p> <p>Beautify the area of Municipal jurisdiction</p> <p>Promote Tourism and attract investments</p> <p>Control weeds to restore regional habitat and balance the Eco-system</p>	<p>Colenso Entrance, slab has been constructed and wall erected (completed)</p> <p>Regular maintenance of the environmentally friendly open space at Corner of Lyell and Queen Street</p> <p>Maintenance of gardens at Poort Rd. Laid 1st crusher stones in Poort Rd. islands.</p> <p>Propagation: 23 trays of cuttings 740 Transplanted rooted cuttings</p> <p>Preparing for Environmental Awareness Campaign at the Ladysmith Show</p> <p>Prepared and planted grass at Klipbank Park</p>	Senior Officer: Parks and Gardens, Foreman: Greening and	30 June 2013	<p>Not having member/ team be solely responsible for the application of herbicides and pesticides. More allocation of funds to the following line items:</p> <p>Eradication of alien species, Mayoral tree planting and Beautification of Entrances and Parks</p>

N O .	MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES CHALLENGES
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8	CAPACITY BUILDING BY DEPARTMENT	<u>Infrastructure & Services :</u> <u>Engineering Section:</u>				
		In-Service Training	Appoint five (5) x In-Service Training Students	Mr S C B Zikalala	01 July 2013	<p>Students going back to School before the end of their Contract expires and leaving Projects they are involved with without records.</p> <p>Most employees apply for Drivers Licence Bursaries. The Bursary amount that they apply is above their salaries.</p> <p>Inadequate experience to obtain Trade Tests. Shortage of Institutions offer Pre-assessment</p>
		Bursaries	Support two (2) Bursary Applications.	Mr S C Khumalo	01 July 2013	
		Trade Tests	Send four (4) staff for Trade Tests.	Mr S R Pachkowie	01 July 2013	None
		CPMD Course	Two (2) staff members attending CPMD training every month.	Mr A Sompersadh	30 June 2013	
		B-Tech Course	Three (3) staff members attending B-Tech training every month.		30 June 2013	4 x Electricians re-writing exams.
			Six (6) staff members were trained in terms of assets.	Mr A Sompersadh	30 June 2013	
		In-House Course (Assets with BKS and Deloitte)			30 June 2013	

N O .	MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES CHALLENGES
		<p><u>Electricity Section:</u></p> <p>6x Electricians to obtain 11kV switching authorisation.</p> <p>2x Electricians to obtain 132kV switching authorisation.</p> <p>2x Electricians to obtain wireman's licence.</p> <p>5x In-Service Students to be recruited</p> <p>4 x Job creation youth employed to support administration</p> <p>2 x Permanent staff attending Training.</p> <p>3 x Technical Assistants appointed permanently.</p>	<p>4 X Electricians to be competent in MV switching Operations.</p> <p>To have 2 x Electricians authorised for 132 kv high voltage switching competency level</p> <p>Compliant in Electrical. Installation work and regulations.</p> <p>6 X In-Service students with S4 and N6 qualifications recruited. 1 Resigned in December 2012.</p> <p>4 x Job creation youth employed to support administration.</p> <p>1 x Permanent staff attending CPMD Training – Municipal Legislation and procedures training</p> <p>Technical Assistants to attend MV Switching.</p>	<p>Mr A Sompersadh</p> <p>Mr P D Ramsundar</p> <p>Mr P D Ramsundar</p> <p>Mr P D Ramsundar</p> <p>Mr P D Ramsundar</p> <p>Mr P D Ramsundar</p> <p>Mr P D Ramsundar</p> <p>Mr P D Ramsundar</p>	<p>30/6/2013</p> <p>30/6/2013</p> <p>30/6/2013</p> <p>30/9/2013</p> <p>1 year contract.</p> <p>1 year contract.</p> <p>30/12/2014</p>	<p>Minimum requirement students could not be met</p> <p>Liaising with Service Providers. Arrange with FET colleges To identify staff.</p> <p>One (1) Student resigned August 2012.</p> <p>None.</p> <p>1 Staff did not attend</p> <p>None.</p> <p>None.</p>

N O .	MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES CHALLENGES
		Electricians	All Electricians to attend Safety Training in April and May 2013.	Mr P D Ramsundar	30.06.2013	
		<p><u>Dept Corp. Services:</u> <u>Human Resources</u></p> <p>To ensure that Senior staff members meet the minimum qualification requirements by 2013</p>	Certificate Programme in Management Development	Mr P D Ramsundar	November 2013	
		To open up a gap for matriculants to further their career in higher learning and to expose graduates to make them employable with references	Mass Skilling of Unemployed Graduates and Matrics	Mr P V S Xaba	March 2013	
		To expose new qualified learner's to enable them to complete their tertiary qualification	In-Service Training for Local youth	Mr Z E Zikalala	June 2013	
		To empower Junior staff members in financial accounting.	Local Government Accounting Certificate	Mr Z E Zikalala		

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N O .	MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES CHALLENGES
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			Local Government Advanced Accounting Service		February 2013	
			Project Management Course	Mr Z E Zikalala		
		To give senior staff member's expertise to run projects effectively.	Conflict Management Supervisory Management Course		June 2013	
		To empower middle managers in conflict management and management skills	Labour Relations Course	Mr Z E Zikalala	June 2013	
		To empower all LLF committee members and people dealing with discipline		Mr Z E Zikalala	June 2013	
				Mr Z E Zikalala	June 2013	
		To co-ordinate with Okhahlamba Municipality to form a class of 15 technicians in road making	<u>SKILLS TRAINING</u> ROAD MAKING	Mr Z E Zikalala		
				Mr Z E Zikalala	November 2013	

N O	MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES CHALLENGES
		<p>To empower staff members with expertise in Tree Felling</p> <p>To allow council staff to upgrade their qualification up to matric level</p> <p><u>Dept Community Services:</u> <u>Public Safety</u></p> <p>Protection Officers: Continuous training on Road Traffic Act 93/96, Bylaws and Criminal Procedure Act 51/1977.</p> <p>Disaster Management Training and Fire Department Training</p>	<p>TREE FELLING</p> <p><u>ABET</u></p> <p>ABET TRAINING</p> <p>Lectures conducted with Officers:</p> <p>22 April 2013 Equipment Inspection Inspection of subsidized/patrol vehicles Discuss duties during SADTU March Discuss special duties to be worked 28 April Discuss Promotion Policy Law Enforcement: Enforcement of the Municipal by-laws whilst patrolling</p>	<p>Mr Z E Zikalala</p> <p>Mr M D Viljoen</p> <p>Assistant Manager: Traffic</p>	<p>June 2013</p> <p>June 2013</p> <p>30 June 2014</p>	

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N O .	MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES CHALLENGES
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			<p>Code 14 drivers' license and fire fighting training done on a weekly basis (ongoing).</p> <p>16 April 2013: Operate Pump 3</p> <p>17 April 2013: Scenario: Fire at Bradlows</p> <p>24 & 25 April 2013: Stages of fires</p>	Assistant Manager: Fire		
9.	JOB CREATION – ATTRACTION OF BUSINESSES	<p>Three (3) Investments to be attracted per year</p> <p>At least 150 new job opportunities to be created</p>	<p>Random Meetings</p> <p>Advertisement in the National Newspapers</p> <p>Stakeholder relations with TKZN, Trade Missions Exhibitions</p> <p>Business Expansion and Retention Programme</p> <p>Posting on Municipal Websites, Braby's,</p> <p>SMME Development</p> <p>Application for Funding from Sector Departments to implement LED Initiative for the creation of new jobs.</p>	<p>Exec Manager: Development, Planning and Human Settlement</p> <p>Manager of Economic Development</p>	Annually	<p>1. Secure funding from Sector Departments for upgrading infrastructure in Colenso</p> <p>2. Out-dated Informal traders Policy/By-law</p> <p>3. SMME Policy is not properly being implemented to create work opportunities for the existing SMME's.</p> <p>4. Ability to develop land for Industrial or Commercial use.</p>

N O .	MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES CHALLENGES
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			To make land available to potential investors for commercial developments.			
10.	FLEET MANAGEMENT	<p>Supervisors to sign a declaration that they know and accept their responsibilities as set out in the Fleet Management Policy.</p> <p>Supervisors to ensure that vehicles and works orders are sent timeously to Fleet Clerk to keep vehicles roadworthy.</p> <p>Turnaround time for repairs of vehicles to be as specified in the SDBIP.</p> <p>Supply of spares not to exceed 3 days by Supply Chain</p> <p>Stores to keep spares and tyres – common types.</p>	<p>Vehicles to be cleaned regularly.</p> <p>Submit item to MCM informing Managers that drivers' who abuses municipal vehicles will be disciplinary charged.</p> <p>Ensure letter is sent to Municipal Manager in cases of abuse for disciplinary action to be taken.</p> <p>Use of tracking device to monitor abuse.</p> <p>Ensure that database of vehicles serviced and repaired is maintained.</p> <p>LMV serviced in time = 23 LMV serviced in two weeks = 8</p>	<p>M Sewparsad</p> <p>Ms A Viljoen</p> <p>C Schoeman</p> <p>Mr Abdool</p> <p>Mr Abdool</p> <p>Mr S. Larson</p> <p>Ms Viljoen</p> <p>Ms Viljoen</p>	30 June 2013	<p>Due to the demand for service delivery vehicles are not timeously serviced.</p> <p>Continue to workshop F Policy with new employees.</p> <p>Spares take more than 3 days to procure – therefore increasing downtime and MPS not complying with turnaround time in terms of SDBIP.</p> <p>Stores not kept in common spares, batteries and tyres.</p> <p>Theft.</p>
NO.	MTAS PRIORITY	MILESTONE	DETAILED ACTIVITIES	RESPONSIBLE OFFICIAL	TARGET DATES	BLOCKAGES CHALLENGES

			<p>LMV serviced in more than 14 days = 15</p> <p>HMV serviced in time = 36</p> <p>HMV serviced within 3 weeks = 17</p> <p>HMV serviced in more than 3 weeks = 19</p> <p>Plant serviced in time = 1</p> <p>More than 1 month = 5</p> <p>Function to highlight improvements made to Colenso Library</p> <p>Tiling and finishing touches left</p> <p>Post to be re-advertised</p>	<p>Mrs J.S.Maharaj</p> <p>Ms Pearl Mhlongo with Sanele Zikalala from BE</p> <p>HR / MM</p>	<p>June 2013</p> <p>June 2013</p> <p>June 2013</p>	<p>Finance Dept still occupy the Activities Room and delay in installing ADSL line.</p> <p>Slow progress as staff from BE Dept not on site regularly</p> <p>Delayed appointment of staff result in poor service delivery</p>
	PROVISION OF LIBRARY SERVICES	<p>Official re-opening of Colenso Library</p> <p>Renovation of ablution facilities at Central Library</p> <p>Vacancy of Senior Library Assistant</p>				

MUNICIPAL FIVE YEAR SERVICE DELIVERY PLAN

Below is an overview of what the municipality will be doing in the next 5 years in terms of capital projects. The plan has divided the municipal areas into 6 clusters, however there are the carry over projects from the 2014/2015 financial year.

Cluster one of the municipality consists of Roosboom, Colenso and Bluebank, whereas cluster two is made up of Chads, Ezakheni and Mcitsheni and Cluster three compromises of Matitwane/Jonono/Nkuzi, Cluster four is Watersemeet/Peace

Town/Burfod and Cluster five is Driefontein/Kleinfonetin and Cluster six is made up of Acaciaville, Steadville and Mthandi

NO.	PROJECT DESCRIPTION	PROJECT BUDGET	AMOUNT AVAILABLE FOR 2013/2014	AMOUNT AVAILABLE FOR 2014/2015	AMOUNT AVAILABLE FOR 2015/2016	AMOUNT AVAILABLE FOR 2016/2017	SOURCE OF FUNDING
CLUSTER 1							
	SportsfieldRoosboom	3,000,000	3,000,000				MIG
	Mini Multipurpose Centre in Colenso (Ntokozweni)	750,000					COUNCIL FUNDING
	Colenso Electricity Strengthening	7,000,000	7,000,000				COUNCIL FUNDING
	1. Sportsfield- Bluebank	3,000,000		3,000,000			MIG
	2. Colenso Industrial Site	7,400,000		7,400,000			COUNCIL FUNDING
	Tarred Roads- Colenso	15,000,000			15,000,000		MIG
	Swimming Pool- Roosboom	30,000,000				4,000,000	MIG
CLUSTER 2							
	Swimming Pool(St.Chads)	3,000,000	3,000,000				MIG
	Tarred Roads 2,6 & 8	28,000,000	28,000,000				MIG
	Pedestrian Bridge- St.Chad	2,000,000	2,000,000				MIG
	Tarred Roads- Ward 5- 2km	10,000,000		10,000,000			MIG
	Recreational Park- Ward 5	5,000,000		5,000,000			MIG
	Tarred Road- Ward 3&4	30,000,000			30,000,000		MIG
CLUSTER 3							
	Sportfield- Matiwane	3,000,000	3,000,000				MIG
	Mini Facility- Drongval	750,000					COUNCIL FUNDING
	Sportfield- Matiwane	3,000,000		3,000,000			MIG
	Community Hall-Matiwane	5,000,000			5,000,000		MIG
	Jononoskop Park	5,000,000			5,000,000		MIG
	Sportfield Nkunzi and Jonono	6,000,000				6,000,000	MIG
CLUSTER 4							
	Street Lights	1,500,000	1,500,000				MIG

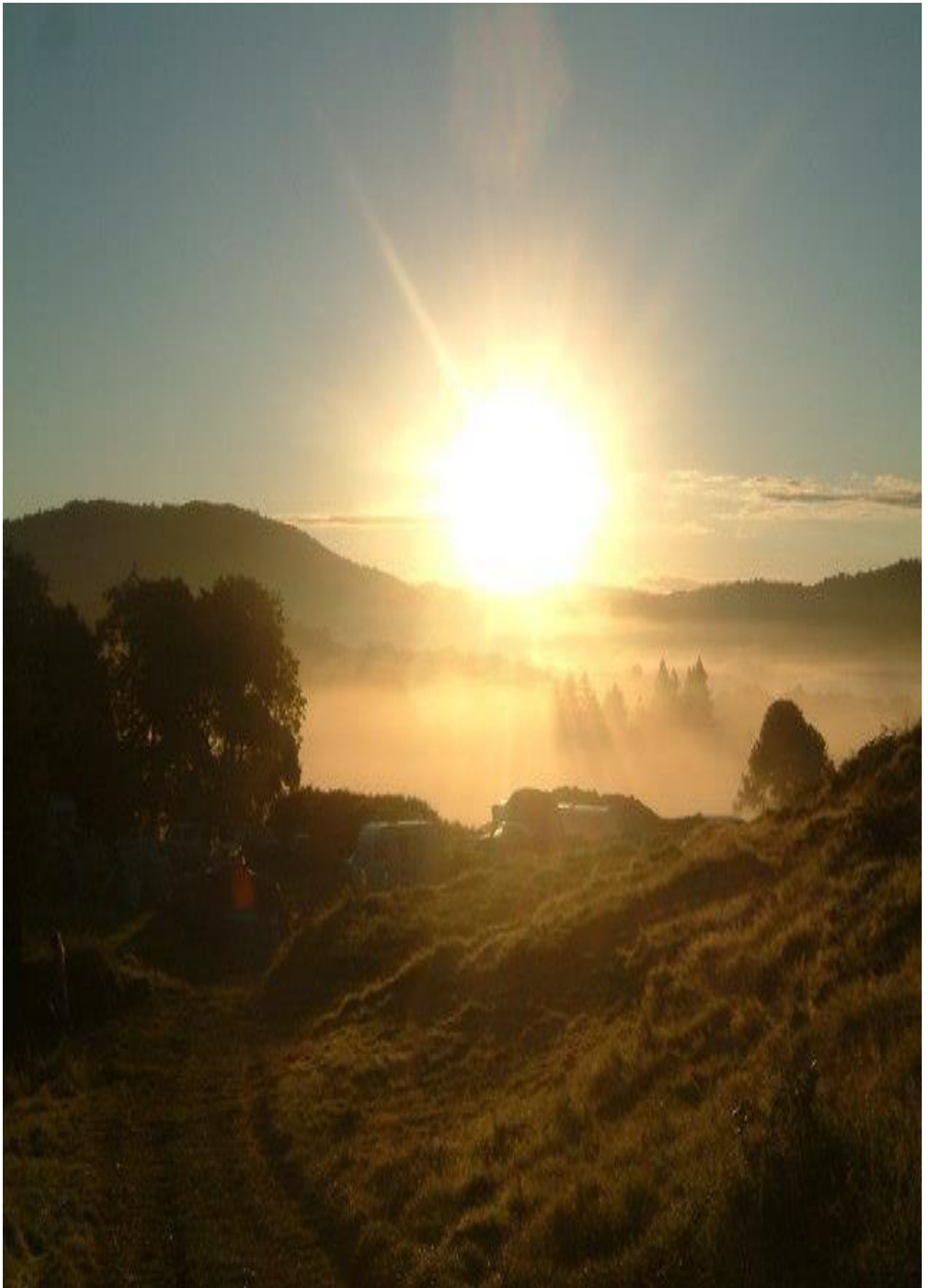
	Upgrading Sportfields	1,500,000	1,500,000				MIG
	Swimming Pool(Watersmeet)	1,500,000		1,500,000			MIG
	Sportfield (Peacetown)	1,500,000		1,500,000			MIG
	Sportfield- Ward 15	4,000,000			4,000,000		MIG
	Mathondwane Creche	750,000			750,000		MIG
	Taxi rank- Watersmeet	3,000,000				3,000,000	MIG
	Burford Creche	750,000				750,000	COUNCIL FUNDING
CLUSTER 5							
	Community Hall- Ward 19	4,000,000	4,000,000				MIG
	Mini Multipurpose Facility- Mgazini	750,000	750,000				COUNCIL FUNDING
	Bulk Infrastructure-Mgazini	1,000,000	1,000,000				COUNCIL FUNDING
	Swimming Pool(Driefontein)	3,000,000		3,000,000			MIG
	Upgrading of SportfieldNkunzi	3,000,000			3,000,000		MIG
	Upgrading of Sportfield- Ward	3,000,000				3,000,000	MIG
CLUSTER 6							
	Tarred Road-Area J	15,000,000	5,000,000	10,000,000			MIG
	Community Hall- Area J	8,000,000	5,000,000	3,000,000			MIG
	Thembalihle Bulk Infrastructure	1,000,000	1,000,000				COUNCIL FUNDING
	CBD Regeneration Projects Planning and Implementation	2,000,000	2,000,000				COUNCIL FUNDING
	Steadville Area- Intersection	2,500,000	2,500,000				COUNCIL FUNDING
	Tarred Road- Intombi Camp	15,000,000		15,000,000			COUNCIL FUNDING
	Recreational Park- Steadville/Tsakane	3,000,000		3,000,000			COUNCIL FUNDING
	CBD Regeneration	6,000,000		6,000,000			COUNCIL FUNDING
	Shayamoya/Umbulwane Phase 3-Intersection.	2,500,000			2,500,000		COUNCIL FUNDING

	Thembalihle Housing Project						
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	Upgrading of Storm Water Drains and Upgrading of Roads- Ward 22	10,000,000			10,000,000		COUNCIL FUNDING
	Tarred Roads-Ward 9	15,000,000			15,000,000		COUNCIL FUNDING
	Infrastructure Rehabilitation	7,000,000				7,000,000	COUNCIL FUNDING
	CBD Regeneration	8,000,000				8,000,000	COUNCIL FUNDING
	Construction Of IllingRoad Taxi Rank	8,000,000				8,000,000	COUNCIL FUNDING
	Important Projects						
	Electricity						COUNCIL FUNDING
	Electrification of 1010 sites	10,000,000	10,000,000				COUNCIL FUNDING
	Ezakheni 642 Schedule 6 electricity	8,200,000	3,200,000				COUNCIL FUNDING/INEP
	Corporate Services						COUNCIL FUNDING
	Fire Sypression system (IT)	200,000	200,000				COUNCIL FUNDING
	Upgrade Training Centre	150,000	150,000				COUNCIL FUNDING
	Medical Equipment	500,000	500,000				COUNCIL FUNDING
	Renovations of Corporate Serveces Building	100,000	100,000				COUNCIL FUNDING
	Public Safety						
	Petrol Pumps/Tyre Puncture Equipment	1,500,000	1,500,000				COUNCIL FUNDING
	2x Robots	800,000	800,000				COUNCIL FUNDING
	Ezakheni Emergency Centre	1,200,000	1,200,000				COUNCIL FUNDING
	Engineering						
	Speed Humps	300,000	300,000				COUNCIL FUNDING
	Planning Engineering	750,000	750,000				COUNCIL FUNDING
	Municipal Manager						
	Land Purchase Transnet	5,000,000	5,000,000				COUNCIL FUNDING
	Plant and Equipment	10,000,000	10,000,000				COUNCIL FUNDING
			74,700,000	88,400,000	75,250,000	69,750,000	
	CARRY OVER PROJECTS		21,550,000				
	GRAND TOTAL CAPITAL PRO 3RAMME		96,250,000	GRANT AND COUNCIL FUNDING			

BUDGET- 2012/2013 CARRY OVER PROJECTS

NO.	WARD NO.	PROJECT DESCRIPTION	APPROVED ON THE BUDGET	APPROVED ON THE ADJUSTMENT BUDGET	PROGRESS AS AT 30 JUNE 2013	2012/2013 CARRY OVERS	FUNDING SOURCE	G F
MIG FUNDED PROJECTS								
6		Ezakheni Sport Complex	5,000,000	3,027,000	IN PROGRESS	-	MIG	
7		Street Lights- Mcitsheni and Zwelisha	1,700,000	1,000,000	IN PROGRESS	500,000	MIG	
8		Street Lights- RoosboomPhase I&II	1,700,000	1,000,000	IN PROGRESS	500,000	MIG	
9		Street Lights- Watersmeet	1,300,000	1,300,000	IN PROGRESS	500,000	MIG	
		Street Lights- Mthandi	900,000	900,000	IN PROGRESS	500,000	MIG	
		Swimming Pool- Colenso	1,900,000	1,284,174	IN PROGRESS	1,000,000	MIG	
		Landfill Site	500,000	-	IN PROGRESS	-	MIG	
TOTAL			13,000,000	8,491,174		3,000,000		
GOGTA PROJECTS								
17		Overhead Bridge- Lyell Street	5,600,000	7,000,000	IN PROGRESS	4,000,000	COUNCIL FUNDING/COGTA	
18		Rehabilitation of CBD Roads	7,000,000	7,000,000	IN PROGRESS		COUNCIL FUNDING/COGTA	
TOTAL			12,600,000	14,000,000		4,000,000		
NDPG PROJECTS								
18		Bridge from Ezakheni E section to C section	7,600,000	17,600,000	IN PROGRESS	7,600,000	COUNCIL	
19		Link Road Acaciaville to Ezakheni	10,300,000	3,420,000	IN PROGRESS	2,000,000	NDPG	
		Trading Stalls Ezakheni		2,000,000		1,500,000	NDPG	
TOTAL			17,900,000	23,020,000		11,100,000		
CAPITAL PROJECTS								
20		Construction of Lister Clearance Building	5,500,000	5,493,000	IN PROGRESS	1,000,000	COUNCIL	
21		Ezakheni Emergency Centre	4,200,000	3,000,000	IN PROGRESS	500,000	COUNCIL	
		Parks Steadville/ E Section	2,000,000		IN PROGRESS	1,000,000	COUNCIL	
		Constituency Offices	1,000,000			950,000	COUNCIL	
TOTAL			9,700,000	8,493,000		3,450,000		
GRAND TOTAL OF CARRY OVER PROJECTS			53,200,000	54,004,174	-	21,550,000		6



INTER-GOVERNMENTAL RELATIONS FRAMEWORK

Chapter three of the Constitution introduced the concept of Cooperative government which is a mechanism to ensure that planning undertaken by the three various spheres of government is aligned, complimentary and supportive of each other. This framework was further enacted by the Intergovernmental Relations Framework Act which further reiterated the notion of cooperative governance. The Act instituted in places structures and bodies to effect to cooperative government. It is for these fundamental reasons and more that Emnambithi/Ladysmith IDP is crafted within a broad set of National, Provincial and District plans and strategies. The aim is to essentially give effect or alive to other spheres of government plans and strategies.

POLICY CONTEXT

Since 2009, Government departments and institutions of Government have been required to focus their planning drawing from a number of inter-related policy documents. Of significance to this document is the **Five (5) National and Six (6) Provincial Priorities, the Twelve (12) National Outcomes, the New Growth Path the National Planning Commissions Diagnostic Report and at the global level the Millennium Development Goals (MDGs), and the State of the Nation's Address and Cabinet Leg.** This policy context serves to highlight the key threads of the different yet related policy frameworks. Their relevance lies in their developmental principles that any growth and development strategy will need to subscribe to in order to address the constraints and so harness the provincial strengths to bring about growth and development that will benefit all the people of KZN.

The Five National and Six Provincial Priorities include the following:

- Job Creation (Decent work and Economic growth);
- Education;
- Health;
- Rural Development, food security and land reform;
- Fighting Crime and corruption; and
- Nation Building and Good Governance (*State of KZN Province Address February 2010*).

The 12 National Outcomes that all provincial governments must align too, has played a critical role in providing the foundation towards alignment and integration of current policy directives.

The Cabinet Lekgotla held from 20 to 22 January 2010 adopted the following 12 Outcomes:

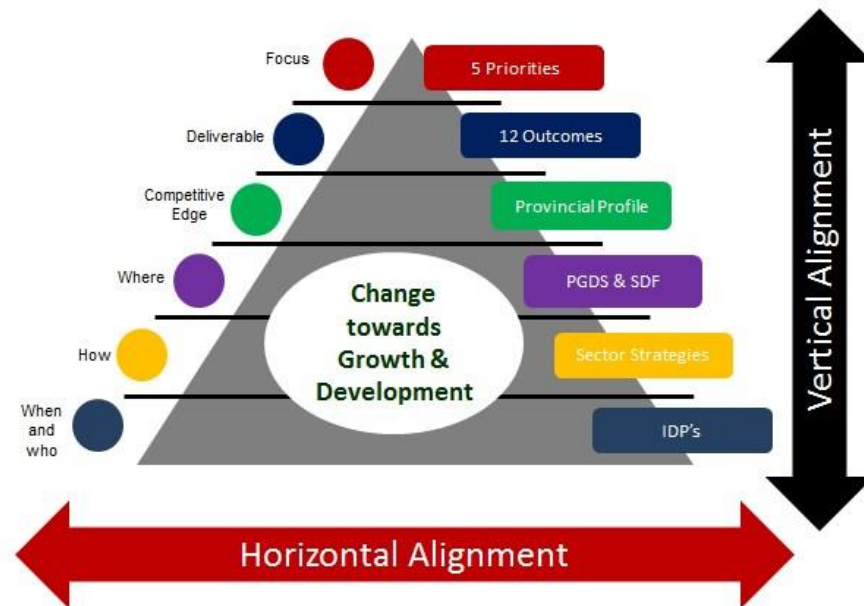
1. Improved quality of basic education.
2. A long and healthy life for all South Africans.
3. All people in South Africa are and feel safe.
4. Decent employment through inclusive economic growth.
5. A skilled and capable workforce to support an inclusive growth path.
6. An efficient, competitive and responsive economic infrastructure network.

7. Vibrant, equitable and sustainable rural communities with food security for all.
8. Sustainable human settlements and improved quality of household life.
9. A responsive, accountable, effective and efficient local government system.
10. Environmental assets and natural resources that are well protected and continually enhanced.
11. Create a better South Africa and contribute to a better and safer Africa and World.
12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

The United Nations MDGs declaration aims to promote a 'comprehensive approach and a coordinated strategy, tackling many problems simultaneously across a broad front'. It is a critical document whereby all signatory countries and development organizations have committed to aligning themselves with achieving the targets set by 2015. The goals are as follows:

- Goal 1: Eradicate extreme poverty and hunger
- Goal 2: Achieve universal primary education
- Goal 3: Promote gender equality and empower women
- Goal 4: Reduce child mortality
- Goal 5: Improve maternal health
- Goal 6: Combat HIV/Aids, malaria and other diseases
- Goal 7: Ensure environmental sustainability
- Goal 8: Develop a global partnership for development

The Emnambthi/Ladysmith Municipality has considered the National Spatial Development Perspective (NSDP), the current Provincial Growth & Development Strategy (PGDS), the Spatial Development Framework (SDF) and the Provincial Spatial Economic Development Perspective (PSEDS) 2006 *under review* to ensure that there is alignment between the all the planning and policy directives/imperatives and to ensure its IDP Sector Plans are aligned and integrated. The schematic diagram below demonstrates the vertical and horizontal alignment processes considered and followed in the formulation of the Emnambithi/Ladysmith IDP.



As illustrated at the top level sits the 5 priorities and 12 National Outcomes, following that is the PGDS & SDF and thereafter the sector plans and our IDP.

The National Development Perspective (2006)

The principles of the NSDP considered in the formulation of the Emnambithi/Ladysmith IDP are summarised as follows:

- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities) focus on localities of economic growth and/ or economic potential. This is in order to attract private- sector investment, stimulate sustainable economic activities and/ or create long-term employment opportunities.
- Economic growth is a pre-requisite for the achievement of other policy objectives, key among which are poverty alleviation.
- In localities where there are both high levels of poverty and development potential, fixed capital investment beyond basic services are to be included to exploit the potential of these areas.
- Efforts to address past and current social inequalities should focus on people and not places.
- In order to overcome the spatial distortions of Apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.
- In localities where there is low development potential, government spending beyond basic services should focus on providing social transfers, human resource development and labour market intelligence.

The bearing Implications of the Plan to Emnambithi/Ladysmith are that investment and economic growth should and will be focused in areas of economic potential and that being the Ladysmith CBD and its urban surroundings. Rural areas such as those of Mcitsheni, Nkunzi, Jonono, Matiwane and so forth will be provided with rudimentary basic services.

Secondly, future investment and settlement planning is planned along nodes and corridors, this initiative is specifically underway through the proposed restructuring zone demarcated along the Helpemaaker Corridor, where social housing will be established as one of the rental housing provisions of the municipality in partnership with the Provincial Department of Human Settlement.

Thirdly, the municipality's investment in areas that were previously excluded is on people as opposed to localities. This initiative is marked by skills and training development plans in both rural areas and townships.

The New Growth Path

Introduction

The government is committed to forging the growing consensus that creating decent work, reducing inequality and defeating poverty can happen only through a new growth path, and leading the way by:

- Identifying areas where employment creation is possible on a large scale as a result of substantial changes in conditions in South Africa and globally.
- Developing a policy package to facilitate employment creation in these areas, above all through:
- A comprehensive drive to enhance both social equity and competitiveness;
- Systemic changes to mobilise domestic investment around activities that can create sustainable employment; and
- Strong social dialogue to focus all stakeholders on encouraging growth in employment-creating activities.

The New Growth Path must:

- Provide bold, imaginative and effective strategies for job creation;
- Lay out a dynamic vision as to how a more developed, democratic, cohesive & equitable economy and society can be collectively achieved in the context of sustained growth;
- Require creative and collective efforts of all section of South Africa society;
- Require strong leadership and governance;

- Take account of the new opportunities, our strengths and our constraints;
- Change the character of the South African economy to ensure that benefits are shared more equitably by everyone.

Achieving the New Growth Path requires that we address key trade-offs, some of which are:

- Between present consumption & future growth, since that requires higher investment & saving in the present;
- Between the needs of different industries for infrastructure, skills & other interventions;
- Between policies that promise high benefits but also entail substantial risks, and policies that are less transformative & dynamic but are also less likely to have unintended consequences;
- Between a competitive currency that supports growth in production, employment & exports & a stronger rand that makes imports of capital & consumer goods cheaper; and
- Between the present costs & future benefits of a green economy.

The New Growth Path Focus

The focus of the Growth Path can be summarised as follows:

- The New Growth path identifies where employment creation is possible, both within economic sectors and cross-cutting activities, then analyses policies & institutional developments required to take advantage of these opportunities.
- The aim is to target our limited capital and capacity at activities that maximise the creation of decent work opportunities.
- The main indicators of success will be: jobs, growth, equity and environmental outcomes.
- To achieve profound changes in savings, investment and production, the government must consistently pursue key policies & programmes over at least a decade, and co-ordinate its efforts around core priorities.
- Long-term structural change also requires phasing to establish the preconditions for success over time.
- In the case of employment, the steps that the state can take vary over time:
 - Short term: it can accelerate employment creation through direct employment schemes, targeted subsidies and / or a more expansionary macroeconomic package;
 - Short to medium term: it can support labour-absorbing activities, i.e. agricultural value chain, light manufacturing and services, to generate largescale employment.
 - Long term: as full employment is achieved, the state must increasingly support knowledge and capital intensive sectors in order to remain competitive.
- Inherent phasing means that in the medium term state must focus on facilitating growth in sectors able to create employment on a large scale but must not neglect more advanced industries that are crucial for sustained long-run growth.

- The growth path emphasises supply-side needs (improve demand).

- The measures in the growth path:
 - Address the income inequalities of our society;

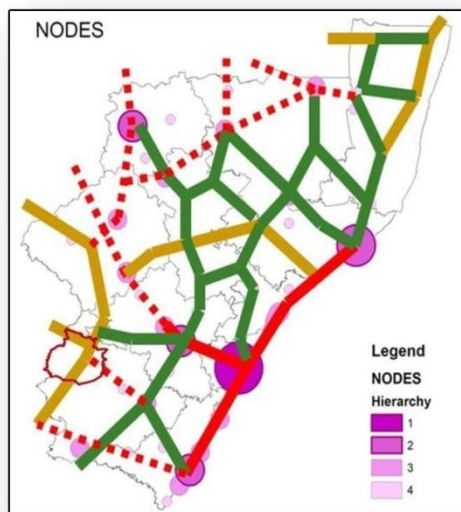
 - Place decent work at the centre of the fight against inequality; ○ Include measure such as skills enhancement, small enterprise development, wage& productivity gain-sharing policies, addressing the excessive pay gap, progressive taxation & support for the social wage.

- The connection between economic and social measures needs to be further strengthened.

Provincial Spatial Economic Development Strategy (PSEDS)

PSEDS Indicators: Corridors

The municipality is traversed by provincial route, the (N3) and a district road, the (N11) both these routes have significance on the proposed provincial growth and development corridors. On one hand it can be argued that the road networks act as social and agriculture network linkages to surrounding areas of opportunity, hence such roads act as pro-poor corridors. Further to that the municipality lies on the presidential proclaimed rail way corridor that runs between Johannesburg and Durban. This corridor is anticipated to have major regional significance in terms of the movement of goods.



Source: KZN PSEDS 2006

The PSEDS also identifies Emnambithi/Ladysmith Municipality to lie along an existing Economic Corridor which is surrounded by a Tourism Corridor to the North (Okhahlamba) and an Agricultural Corridor to the South (Umtshezi and Imbabazane LMs).

The Provincial Growth & Development Strategy (PGDS)

Introduction

The KwaZulu-Natal Provincial Spatial Economic Development Strategy, as well as the recently Developed KwaZulu-Natal Spatial Development Strategy provides direction

regarding the proposed economic drivers that should be focused on and enhanced in specific localities. The recommendations are outlined below.

Provincial Spatial Development Framework implications for the Municipality

The KwaZulu-Natal Provincial Growth and Development Strategy (PGDS) was reviewed in 2011 and adopted by cabinet in August 2011. This PGDS provides KwaZulu-Natal with a reasoned strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments. Concomitant attention is also given to the provision of infrastructure and services, restoring the natural resources, public sector leadership, delivery and accountability, ensuring that these changes are responded to with resilience, innovation and adaptability. This will lay the foundations for attracting and instilling confidence from potential investors and developing social compacts that seek to address the inter-connectedness of the Provincial challenges in a holistic, sustainable manner, whilst nurturing a populous that is productive, healthy and socially cohesive.

Against this background, the 2013 Reviewed KZN PGDS is designed to facilitate sustainable economic growth, reduce growing inequality and promote environmental sustainability. To realise the vision of *“KwaZulu-Natal – A Prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the World”*, the following long-term strategic goals and objectives have been identified as the compass to guide policy-making and resource allocation to 2030.

Table 1: Listing of Strategic Goals & Objectives of the PGDS

ELM PROGRAMMES AND ACTIONS PLANS AND INTERVENTIONS		
PGDS STRATEGIC GOALS	PGDS STRATEGIC OBJECTIVES	ELM STRATEGIC INTERVENTIONS IN ORDER TO ALIGN TO PGDS
1. JOB CREATION	1.1. Unleashing Agricultural Potential;	1.1.1. ELM is supporting the development of the agricultural sector by releasing land and disposing it to Cooperative & SMMES who are engaged in the agricultural sector.
	1.2. Enhance Industrial Development through Trade, Investment & Exports;	1.1.2. We are also assisting small and emerging farmers by providing them with material and hard infrastructure (electricity & water) for a period of three years in order to help them establish in the agricultural sector
	1.3. Expansion of Government-led Job Creation Programmes;	1.1.3. We do marketing for agricultural produce from SMMES 1.1.4. We train agricultural farmers through SEDARA 1.1.5. We convert unproductive land acquired through the restitution programme into formal commercial farming 1.1.6. We have received funding from Cogta to establish a regional agri-processing hub in our municipal area in order to promote SMME's. The hub is currently operational and the municipality is also considering informal traders to also benefit in this process by allowing them to use the storage facilities within the hub
	1.4. Promoting SMME, Entrepreneurial & Youth Development; and	1.2.1. ELM has a Business and Expansion Programme/Committee which sits monthly led by the Office of the Mayor and it targets three businesses per month to discuss those businesses challenges and opportunities which need interventions. Departments are then called to intervene where necessary and applicable.
	1.5. Enhance the Knowledge Economy.	1.3.1. ELM has an initiative that links infrastructural projects to job creation through the identification of people through ward councillor for government-led projects, however it is acknowledge that this initiative is not formalised and requires formalisation. 1.4.1. ELM has a programme for SMMES that registers SMMES and provides them with incubators and links them to training institutions that offer them basic business management skills. We also do referrals for SMMES, linking them to the relevant departments and organs of state and funders that can offer them support. 1.5.1. ELM has ICT Hubs run by SMMES and Co-operatives in Colenso and Ezakheni. These Hubs provide ICT services to the community and they also offer training and skills development to computer illiterate people.

2. HUMAN RESOURCE DEVELOPMENT	2.1.	Improve Early Childhood Development, Primary & Secondary Education;	<p>2.1.1. The LED Section within the municipality provides infrastructural support towards early childhood development. They build and upgrade crèches</p> <p>2.2.1. ELM has a programme of helping to develop emerging contractors into the relevant sector of the economy. This has been specifically done for the construction sector contractors, i.e; Gabangaye contractor has been assisted to registered with CIBD, however intentions are underway to assist other sectors</p>
	2.2.	Support Skills Alignment to Economic Growth	

	2.3.	Promote Enhance Youth Skills Development & LifeLong Learning.	2.2.3. ELM has a programme of employing graduate youth with no experience into various relevant sector departments. This is especially undert-way through the Youth Ambassador Tourism
3. HUMAN & COMMUNITY DEVELOPMENT	3.1.	Poverty Alleviation & Social Welfare;	<p>3.1.1. The LED Section of the municipality supplies SMMES produce to Operation Sukuma Sakhe to give need families/beneficiaries as one of the poverty alleviation strategies.</p> <p>3.1.2. We have a One-Home-One-Garden programme and a One-Institution-One Garden programme. Both these programmes assist need families in having food on the table by taking providing seeds and seedlings to those need families to plough in order for them have food.</p> <p>3.1.3. We have a farm called Mathews Farm which plants and grows food specifically for the sickly families which are unable to work and the child-head households.</p> <p>3.1.4. We have implemented the Operation Sukuma Sakhe (OSS) Programme through the municipality. We have established Wall-Rooms in all our 27 wards and are currently working on finalizing the institutional arrangement of this programme. We also have set a programme and stakeholders forum for OSS where by all Departments will be co-ordinated. We have also unrolled the profiling of our municipal households in order to get a full picture of the interventions needed by the various families within our jurisdiction.</p> <p>3.2.1.</p> <p>3.3.1.</p> <p>We have a food bank in Town, in one of our Halls called the Civic Hall. In this hall we have purchased a huge cold room with the support of private sector and we also obtain food from food outlet stores that they no longer need but still good enough for human consumption and we store this food in this cold room for needy families. Surplus from our farms are also stored in this facility for needy families</p>
	3.2.	Enhancing Health of Communities & Citizens;	
	3.3.	Safeguard Sustainable Livelihoods & Food Security;	
	3.4.	Sustainable Human Settlements;	
	3.5.	Enhancing Safety & Security;	
	3.6.	Advance Social Cohesion; and	
	3.7.	Promote Youth, Gender & Disability Advocacy & the Advancement of Women.	

4. STRATEGIC INFRASTRUCTURE	4.1.	Development of Ports & Harbours;	4.1.1. ELM has plans to develop the Aerodrome through a private entity. The project is still at the land negotiation stage and License transferring stage.
	4.2.	Development of Road & Rail Networks;	
	4.3.	Development of ICT Infrastructure;	4.2.1. ELM is initiating a private-public partnership to develop the Zenga-Junction Hub, where by truck traffic from the N3 (either going to Johannesburg or Durban) will be re-diverted into the Danskraal area and goods transferred to a railway mode of transport. This project also ties in with Presidential infrastructural projects of having a railway corridor from Durban-Johannesburg. However, attempts for this project is stifled by the Provincial identification of other areas for this type of facility. The municipality has however made grant applications to Cogta.
	4.4.	Improve Water Resource Management; and	4.3.1. ELM has a programme of providing network containers and windy-houses to SMMES who want to start network related businesses. We also release land for these SMMES and Co-operatives.
	4.5.	Develop Energy Production Capacity.	4.4.1. 4.5.1. ELM provides solar energy geysers to low cost houses as an alternative energy source. 4.5.2. We have also teamed up with a company called Proteas Energy to produce alternative energy to two communities of Pep-Worth and Plaatberg who use renewal ... to generate electricity. This project will benefit the communities of both these areas by allowing them to own shares in the company and provide electricity simultaneously.

			The profit derived by the community will be divided into two Trusts; the Education Trust which will assist in youth skill acquisition and the second one, will assist in basic community infrastructural needs.
5. RESPONSES TO CLIMATE CHANGE	5.1.	Increase Productive Use of Land;	5.1.1. The Town Planning Section of the municipality is in the process of establishing a compaction and densification policy which will guide land exploitation within and around the urban areas and prevent issues of sprawl. As for the rural areas, especially the farms, the municipality is releasing land to crop farmers and we also making grass bays for livestock producing farmers.
	5.2.	Advance Alternative Energy Generation;	
	5.3.	Manage Pressures on Biodiversity; and	5.1.2. We also cultivating arable land in rural areas
	5.4.	Disaster Management.	5.2.1. We provide Eco-Friendly Gel for fuel purposes to rural communities without electricity. 5.2.2. We provide solar geysers to low cost houses. 5.2.3. We also have a strategy to utilize the Siyazenzela programme to convert waste into wealth through a company called Cyclo contract that will utilize waste to energy.
			5.3.1. ELM has environmental policies in place to protect the environment: LMOSS, Strategic Environmental Planning Tool. Biodiversity Tool for the District. All of these frameworks basically work towards the preservation of the environment and especially the environmental sensitive areas. 5.3.2. And in terms of ensuring compliance with these plans, ELM has by-laws that guide the environment. These Bylaws sets aside penalties for law contravenes towards the environment. 5.3.3. In addition to above, we have programmes and projects listed out in ELM Greenest Municipality Document that offers a breakdown of how we are promoting the sustainable environment.

6. GOVERNANCE & POLICY	6.1. Strengthen Policy, Strategy Co-ordination & IGR; 6.2. Building Government Capacity; 6.3. Eradicating Fraud & Corruption; and 6.4. Promote Participative, Facilitative & Accountable Governance.	6.1.1 ; the following programmes and action plans in order to fulfil the objectives of this goal: Skills development approved by Council, an internal auditing system, employees' wellness programme, a recently approved organogram, MTAS, service chart in place, an effective PMS and inter-municipal and governmental relations.
7. SPATIAL EQUITY	7.1. Actively Promoting Spatial Concentration; and Facilitate Integrated Land Management & Spatial Planning.	7.1.1. ELM is in the process of developing a Spatial Development Framework which is the key guiding spatial document for the municipality. In addition to that, a number of other sub-regional plans have been developed in an effort to create a LUMS. These include Local Area Plans for Driefontein, Matiwane and Maitsheni. These plans provide that detailed land use management framework and they also act as a basis for the development of a Wall-to-Wall Scheme. 7.1.2. The municipality also plans on developing a compaction and densification policy which will help to ensure that a desired spatial form is created.

		7.1.3. The municipality has also developed a Restructuring Zone as one of the means to facilitating eradication of the apartheid settlement pattern of exclusion, disintegration in terms of income, race groups and land uses and sprawl.
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Although these goals and objectives are intended to guide provincial growth and development, the focus and rationale is applicable to all municipalities and towns within the province and addressing applicable issues at local level will contribute to addressing those strategic issues at a provincial scale.

In attempting to address the challenges highlighted above and embrace the policy intentions, the following principles were developed to facilitate overall guidance in the development of the 2011 KZN PGDS Strategic Framework, namely:-

- Harness the Provinces assets and endowments,
- Develop the Province's greatest asset, its human capital,
- Harmonise environmental integrity, human and social development with economic development,
- Government must be developmental, competent, caring and facilitating,
- Private Sector must grow a shared economy, providing employment,
- Organised Labour must protect workers from exploitation while promoting labour productivity, and
- Civil Society must be responsible in shaping its own destiny.

Provincial Spatial Development Framework

Introduction and Purpose

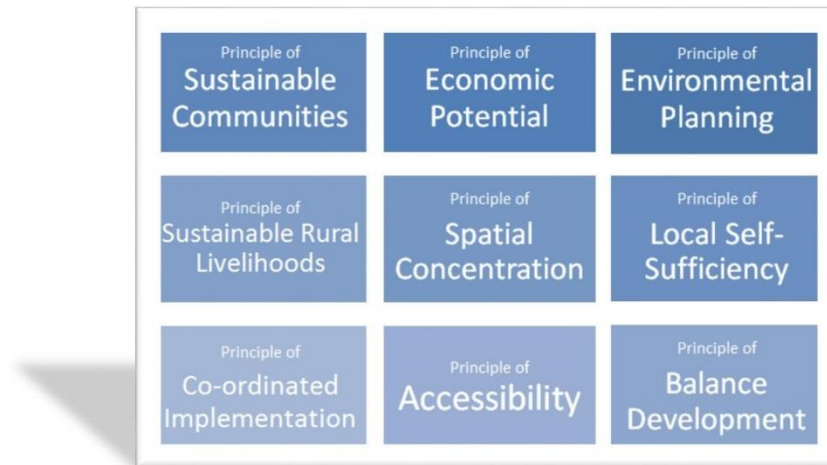
The Provincial Growth and Development Strategy recognises that environmental vulnerability, social need and economic development are not evenly distributed and spatial disparities will always exist due to the spatial distribution of natural resources, historical imperatives and cultural factors. These spatial disparities have often been aggravated by past spatial planning. This has resulted in a disjuncture between where people live and where social and economic opportunities are concentrated. This spatial marginalization from economic opportunities of the majority of the population needs to be addressed in order to reduce poverty and inequality and ensure shared growth and the protection of vulnerable bio-resources. The KwaZulu-Natal Provincial Spatial Development Strategy has therefore been developed in order to achieve the goals and objectives of the PGDS in a targeted and spatial co-ordinated manner. The Provincial Spatial Development Strategy sets out to:

- Be the spatial expression of the Provincial Growth and Development Strategy (PGDS) and provide spatial context for proposed strategic interventions;

- Provides a set of normative principles or departure points that guide the Province's approach to dealing with socio-economic issues that are manifested spatially;
- Provide a basis for informed consensus on the province's spatial priorities by providing a map giving guidance for the future spatial development of the Province based on Broad Provincial Spatial Planning Categories (BPSPCs) and a series of other relevant features;
- Assist to prioritise and align where government directs its investment and development initiatives to ensure sustainable and maximum impact;
- Capitalise on complementarities and facilitate consistent and focused decision making,
- Guide municipal integrated development plans (IDPs), spatial development frameworks (SDFs) and provincial and municipal framework plans (i.e. sub-SDF spatial plans); with normative principles, approach and content.
- Provide clear intent to the private sector about desired development directions;
- Increase predictability in the development environment,

The following nine spatial principles underscores the general spatial intentions of the PGDS and serves as provincial guiding principles which should ideally be pursued within all levels of spatial planning at district and local level in alignment with the provincial spatial development strategy.

Figure 7: 9 Spatial Principles



Principle of Environmental Planning

The Principle of Environmental Planning (Bioregional Planning) refers to understanding and respecting the environmental character (potential and vulnerability) and distinctiveness of places and landscapes and promoting balanced development in such areas. The PSDF supports environmental planning as the fundamental methodology on which spatial planning should be based. Environmental planning can be defined as land-use planning and management that promotes sustainable development.

Principle of Economic Potential

The Principle of Economic Potential aims to improving productivity and closing the economic performance gap between the various areas of KwaZulu-Natal towards economic excellence of all areas. Rapid economic growth that is sustained and inclusive is seen as a pre-requisite for the achievement of poverty alleviation.

The principles further promotes the consideration of spatial needs for Economic Competitiveness (Potential) by proposing an asset based spatial approach based on unique advantages and opportunities within various areas.

Principle of Sustainable Communities

The Principle of Sustainable Communities promotes the balance between environmental quality, addressing social need and promoting economic activities within communities.

Principle of Local Self-Sufficiency

The Principle of Local Self-Sufficiency promotes locating development in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally as well as . Furthermore, the principle is underpinned by an assessment of each areas unique competency towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency.

Principle of Spatial Concentration

The Principle of Spatial Concentration aims to build on existing concentrations of activities and infrastructure towards improved access of communities to social services and economic activities. In practical terms this promotes concentration along nodes and corridors with multi-sectoral investment i.e. roads, facilities, housing etc. Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres in order for them to become regional gateways.

Principle of Sustainable Rural Livelihoods

The Principle of Sustainable Rural Livelihoods considers rural areas in a way which is integrated with other decision making associated with the Sustainable Livelihoods framework. This principle requires that spatial planning consider the locality and impact of human, physical, natural, financial and social capitals of an area and spatially structure these in support of each other.

Another aspect of this principle is promoting spatial planning in a continuum where rural areas are not addressed as completely separate entities to urban centres, but rather a gradual change in landscape with the potential progression of rural areas to more closely resemble the service standards and quality of living achieved in some urban contexts.

Principle of Balanced Development

The Principle of Balance Development promotes the linking of areas of economic opportunity with areas in greatest need of economic, social and physical restructuring and regeneration at all spatial scales. In practical terms the principles sought to find a balance between the potentially competing land uses by understanding the relationship and integration between major dimensions within the province and promoting a synergetic mixture of land uses in support of each other at various spatial scales.

Principle of Accessibility

The Principle of Accessibility simply promotes the highest level of accessibility to resources, services, opportunities and other communities. This is intrinsically linked to transportation planning and should consider localised needs for the transportation of people and goods by various modes of transport as guided by the scale and function of a region. At a provincial level there is a strong correlation between the most deprived areas and poor regional accessibility to those areas. In addressing accessibility at provincial and local level, the need for possible new linkages, the upgrade in the capacity of existing linkages and the suitable mix of modes of transport should be considered.

Principle of Co-ordinated Implementation

The Principle of Co-ordinated Implementation actually projects beyond spatial planning and promotes the alignment of role player mandates and resources with integrated spatial planning across sectors and localities. Essentially the principle suggests that planning-implementation becomes a more continuous process and that government spending on fixed investment should be focused on planned key interventions localities. This principle ultimately also proposes a move towards more developmental mandate definitions of the various departments away, from single mandates to enable the spatial alignment of growth and development investment.

From these principles, the Provincial Spatial Development Strategy identified a number of provincial priority nodes, corridors and broad planning categories. The map overleaf illustrates the resulting provincial spatial strategy, localised for the Indaka Municipality and need to be read in conjunction with the tables below, providing a brief explanation to the categories illustrated on the map

The various nodes and their broad intended function and possible interventions are described by the table below.

Intervention Node	Broad Intended Function
Primary Node	Only eThekweni is classified as a Primary Node within the Provincial Context as an urban centre with very high existing economic growth and the potential for expansion thereof. Provides service to the national and provincial economy.
Secondary Nodes	Richards Bay, Msunduzi, Newcastle and Port Shepstone has been identified as provincial Secondary Nodes and thus urban centres with good existing economic development and the potential for growth and services to the regional economy.
Tertiary Nodes	These nodes are mainly centres which should provide service to the sub-regional economy and community needs and is represented by the following towns such as Pongola, Vryheid, Ulundi, Dundee, Ladysmith , Estcourt, Howick, KwaDukuza, Ixopo, Scottburgh, Hibberdene, Kokstad, Margate.
Quaternary Nodes	These nodes are mainly centres which should provide service to the local economy and community needs and is represented by 31 towns, such as but not limited to: Port Edward Nongoma, Nkandla, Bergville, Greytown, Underberg, uMzimkulu, etc.

Rural Service Centres	<p>The proposed rural service centres are envisaged to serve as the lowest level of provincial nodes and could typically be established around existing traditional administration centres as well as other accessible rural points identified as periodic markets. These will be identified in consultation with the district municipalities and should serve as first access to basic services within rural areas. These rural service centres will include, as some have already emerged to include, a combination of the following activities:</p> <ul style="list-style-type: none"> • Traditional administration centre, • Taxi/ bus stop, • Informal trading / market area, • Social facility (clinic, library etc), • Skills development centre (mainly local schools),
	<ul style="list-style-type: none"> • Mobile services point (mobile clinics, pension pay points, mobile library etc.) • Small commercial facility • Recreational facility such as a sport field. <p>A conceptual model of these rural service centres will guide the formulation of a provincial implementation strategy towards the implementation of the proposed Rural Service Centres.</p>

The Broad Provincial Spatial Planning Categories (BPSPCs) which are indicated within the above illustrated provincial spatial development framework should be interpreted as follow:

Table 2: KZN Spatial Development Plan – Interpretation Notes

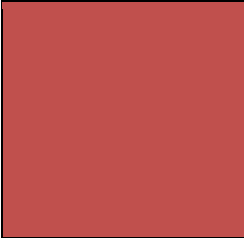
Spatial Planning Category	Broad Intended Land Use and Interventions
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Conservation Corridors	Proposed regional critical conservation areas which are linked in a continuous system of ecosystems and bioregions traversing the province between the Drakensberg and the Indian Ocean. These areas were identified combining existing environmentally protected areas as well as conservation corridors proposed by Ezemvelo KZN Wildlife, through combining extensive environmental research into bioresources throughout the province as part of the formulation of a Critical Biodiversity Plan for the province. These Conservation Corridors are not suggested as absolute “no-go” areas, but rather highlighted as areas of environmental significance to the sustainable development of the entire province. Where economic opportunity (such as tourism development) and high social need exist within these Conservation Corridors, it implies both that the rich natural environment should contribute to the address such needs and potential, and further that any interventions in these areas need to
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	consider the impact on such important regional ecological corridors. These corridors are however perceived as areas where extensive densification would be discouraged and sensitive development promoted.
Biodiversity Priority Areas	Areas with a significantly high biodiversity value expressed in the number of species and sensitive environments as identified through extensive research by Ezemvelo KZN Wildlife. These areas are most often located in close proximity to the identified Conservation Corridors and may serve as an additional buffer to these corridors. These areas too are not (at a provincial level) proposed as absolute “no-go” areas, but are identified to indicate areas where extensive densification would be discouraged and sensitive development promoted.

Areas of Economic Value Adding	The key economic centres and areas where all of the varieties of economic sectors (Agriculture, Tourism, Manufacturing, and Services) are prevalent and perceived to have good potential to be further expanded on. These areas are visibly linked to high accessibility areas with existing bulk infrastructure and relatively high population densities which would both contribute to the economic expansion and benefit from interventions in these areas. Due to these factors, further economic processing and value adding at a provincial level, are mainly proposed within these identified areas.
Areas of Economic Support	A number of regions resembled areas of good economic potential in more than just one of the key provincial economic sectors. Due to the fact that these areas represent a larger distribution across the entire province than the core areas of economic value adding, these zones are considered important areas of Economic Support. Typical interventions in these areas would include economic prioritisation of development, labour force interventions (e.g. skills development), key economic infrastructure investment and area promotion.

Areas of Agricultural Development	Relatively high agricultural production areas, which are not located within biodiversity areas of combined with other potential economic sectors, are highlighted by this category to identify and promote areas with the potential to make a significant contribution through agricultural production. Although successful farming practices are already occurring on some of these areas, it is proposed that underutilised agricultural land within these zones are more effectively utilised for sustainable agricultural production. Associated interventions may include agriculture specific infrastructure, skills development, market access interventions etc.
Areas of High Social Need	The highest ranges of combined social need when considering the population density, dependency ratio as the provincial index of multiple deprivations is illustrated by this category of high social need. These area broadly the areas where the most intensive social interventions area required and this category is further over layed above all other categories to provide a spatial reference to the types of interventions which might be pursued towards addressing the concentrated social need within these areas. As example where high social need is identified within an area earmarked as a conservation corridor, this firstly provides a reference to the fact that social conditions of communities will need to be addressed if any conservation is to be promoted within such areas. Further it suggests that the effective utilisation of the high biodiversity within such areas might be harnessed towards addressing social need through example conservation tourism.
Undifferentiated Areas	The areas which are not representative of any of the above mentioned categories are classified as undifferentiated areas. It is acknowledged that these areas also have communities residing on them with economic potential and environmental resources, however, based on the approach followed these areas weren't differentiated to the same degree as the identified preceding categories. It is therefore important

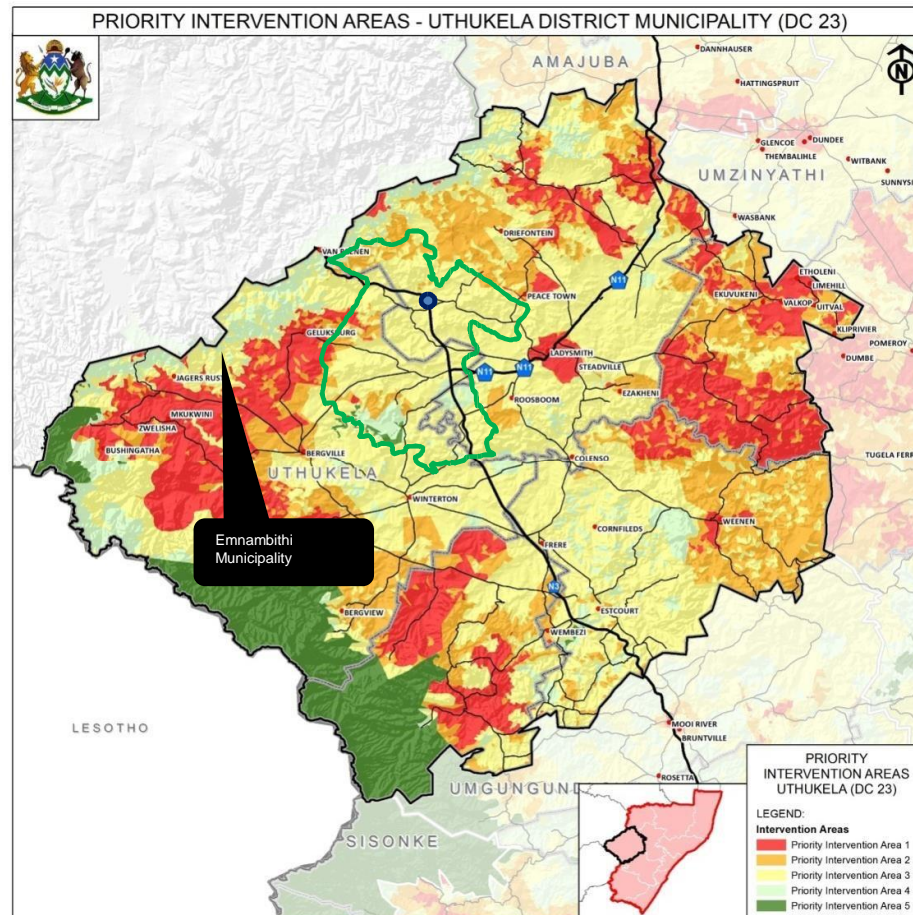
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that this category is not neglected from public and private interventions and as the various departmental programmes are inclusive in nature, these areas should also benefit from it. It is anticipated that the intensity of such programmes and the total portion of resource allocation to these areas would be less than the identified categories as well as the key intervention areas identified previously.

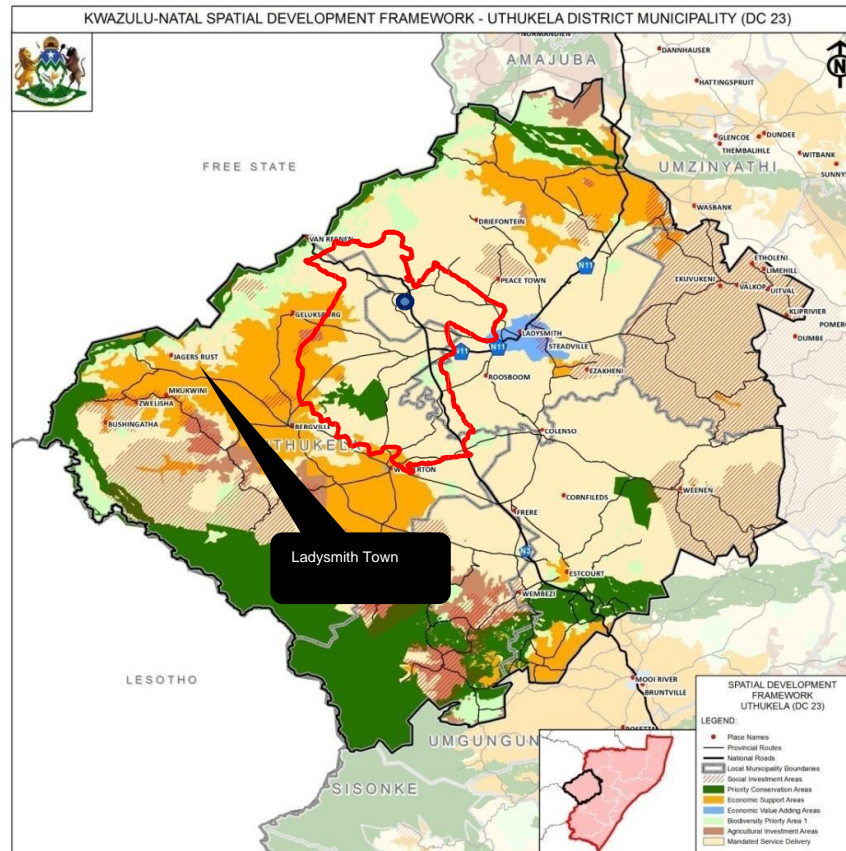
Please refer to the plan below for an extract of the Provincial Spatial Development Strategy related to the uThukela District Municipality, Provincial Spatial Development Framework on over leave for a depiction of the above.

The Provincial Spatial Development Framework depicts the entire area of Emnambithi/Ladysmith as a Priority Intervention Area. **Map**

16: Provincial Spatial Development Framework – uThukela District Municipality



The map below indicates Ladysmith Town to be an economic value adding area within the District and hence high expectations are placed in Ladysmith Town in terms hard infrastructural provision such as water, electricity and roads, and also soft infrastructural assets are a pre-requisite, assets such as business regulatory environment, sound business enhancing policies, human resource development and political stability. The rural surroundings of the municipality such as Rossboom, Driefontein are expected to be mandated service delivery areas with no major economic significance within the municipality. Ezakheni and Peace Town areas are denoted to be social investment areas.



Defining Emnambithi/Ladysmith Rational at Policy Context and Alignment

Whilst the previous section of this document has attempted to internalize the policy concepts and imperatives of both National and Provincial government including the District, the rest of the document will try to exhibit alignment of ELM in terms of strategies, goals and targets with the policy framework of other spheres of government. This will be indicated through projects, programmes and initiatives, and in cases whereby spatial denotation is possible, it will be indicated in a spatial manner and fashion.

It has to be noted onset that alignment in our understanding is a parallel process that filters from National government to Provincial, District Municipalities to local municipalities. Issues of National importance and significance are contextualized in provincial levels through studies and policy adoptions and specifically through the Provincial Growth and Development Strategy and Provincial Spatial Development Framework in KZN. So this document is crafted with the belief that if Emnambithi/Ladysmith aligns itself to the provincial policies and frameworks, it automatically align itself to the National policies and frameworks. This rational is justified by the thinking that provincial policies have national thinking at the centre of their crafting.

INTERGOVERNMENTAL RELATIONS PROGRAMMES AND PROJECTS:

The list below provides a schedule of projects and programmes that various government departments and CBO are planning in the area of ELM for 2012 and beyond.

DEPARTMENT OF PUBLIC WORKS LADYSMITH PROJECTS FOR 2013/2014 FINANCIAL YEAR

AREA	PROJECT TITLE	PROJECT DISCRIPTION	T ARGE T DATE	BU DGET	FUN DER	JOB CREA TION (L/labour)	FI NANC IAL YEAR	COMM ENTS	PREDOMI NATE KPA ALIGNMENT
L adys mith	Ama ncamaka zana Primary School	11 classrooms, 1 admin, 6 Multi Purpose classrooms	21 /05/20 11	R14 10 000	Educ ation	5 0	20 12/201 3	Projec t on site	Y D S C E E L I R B V V I A E C S I

L adys mith	Buhl ebezwe Primary School	Upgrade and Additions	16 /07/20 12	R5 000 000	Educ ation	5 1	20 12/201 3	Projec t on site	
L adys mith	Mkha mba Gardens Primary School	Construction of New School	01 /05/20 12	R20 ,000,00 0	Educ ation	0 7	20 12/201 3	Dept still finalizing land issues	

L adys mith	Distri ct Public works offices - Ladysmit h	Convert office into canteen	29 /07/20 11	R1 163 000	Publi c Works	0 1	20 12/201 3	Projec t at an adjudicati on stage	
L adys mith	Distri ct Public works offices - Ladysmit h	Emergency water supply to regional office	30 /01/20 12	R1 818 000	Publi c Works	0 1	20 12/201 3	Projec t to be advertised in February 2012	
L adys mith	Work s District Office Complex	Phase 2 Uthukela District extension of office	30 /01/20 12	R5 000 000	Publi c Works	5 1	20 12/201 3	Projec t to be advertised in February 2012	
L adys mith	Regi onal Office - Midlands	Upgrade and Additions to existing covered carport to be converted to locked up garages	30 /01/20 12	R19 0 000	Publi c Works	5	20 12/201 3	Projec t to be advertised in February 2012	

L adys mith	Lady smith Provincia l Hospital	Refurbishment of 5 Lifts	15 /03/20 12	R5 130 000	Healt h	0 1	20 12/201 3	Projec t awarded and to be on site mid February 2012	
L adys mith	Ezak heni A Works Depot	Izandla Ziyagezana grass cutting project	ongoing	R72 0 per person per month	Publi c Works	6	20 12/201 3	on site	

L adys mith	Piete rs Houses	Izandla Ziyagezana grass cutting project	o ngoing	R72 0 per person per month	Publi c Works	0 3	20 12/201 3	on site	
L adys mith	Limit Hill	Izandla Ziyagezana grass cutting project	o ngoing	R72 0 per person per month	Publi c Works	3	20 12/201 3	on site	
L adys mith	Emer ging Contracto r Develop ment	Training	30 /09/20 12		Publi c Works		20 12/201 3	Due budget constrains free venue is requested	
L adys mith	7 youth members participat ing in Public Works Property	Provided with skills in property management and also the valuation of properties. They are on phase two of the programme	o ngoing	R8 500.00 p/p per month	Publi c Works		20 11/201 2	progra mme is currently running	

	Incubator Program me.								
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DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM LADYSMITH PROJECTS FOR 2012/2013 FINANCIAL YEAR

AREA	PROJECT TITLE/NAME	PROJECT DESCRIPTION	OBJECTIVE/GOAL	TARGET DATE	BUDGET	FUNDER	JOB CREATION (L/labour)	FINANCIAL YEAR	KPA ALIGNMENT
Ladysmith/Cremin	Avontrust	Farm	Agricultural infrastructure Dev.provision of production inputs and skills development.	Oct12	R1 000 000.00	DRDL R		2012/2013	
Lusitania	Vukuhale	Farm	Agricultural infrastructure Dev. provision of production inputs and skills development.	Sep12	R1 000 000.00	DRDL R		2012/2013	
Rosobom	Amanguni	Farm	Improve and formalise beef production.	Jul12	R5 000 000.00	DRDL R		2012/2013	
Besters	Besters 1 Cluster	Multiple farms	Agricultural infrastructure development and rehabilitation,improve and increase beef production.	April 2012 - February 2013	R2 2 187 147	DRDL R		2012/2013	
Lusitania	Zankosheni	Land acquisition	To settle labour tenant claim.	Jun12	R2 366 119.00	DRDL R		2012/2013	

L usitan ia	Onbek end/Mtshal i	Land acquisiti on	To settle labour tenant claim.	Sep- 12	R2 500 000.00	DRDL R		2012/2013	
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DEPARTMENT OF SPORTS AND RECREATION LADYSMITH PROJECTS FOR 2012/2013 FINANCIAL YEAR

AR EA	PROJE C TITLE/NAME	PROJECT DISCRIPTION	OBJECTIVE/GOAL	TA RGET DATE	FUNDER	FIN ANCIAL YEAR	K PA ALIG NMEN T
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Klippriver Ward (Steadville, CBD, Arcadia, Observation Hill, Hospital Park, Limit Hill)	School Sport Mass Participation Programme	The Mass School Sport focuses on mass participation in sport amongst learners from previously disadvantaged urban and rural schools focusing on high crime areas, farm and rural areas and government priority nodes. It encourages exclusivity through the involvement of able-bodied as well as learners with special needs. This programme is run in partnership with the Department of Education.	Reviving school sport Rural Development Training and Education Reduction of crime Youth Employment Promotion of Healthy Lifestyle	1 April 2012 - 31 March 2012	Dept of Sport and Recreation	2012/2013	BASIC SERVICE
Steadville, Tsakanene Roosboom Driefontein	Community Mass Participation Programme		Promotion of Healthy Lifestyle Community Cohesion Youth Employment Crime Prevention Training and Education	1 April 2012 - 31 March 2012	Dept of Sport and Recreation	2012/2013	

Ladysmith (all wards)	Club Development	The Club Development Programme is an essential part of the Mass Participation Programme which focuses on ensuring the greater benefit of this Programme will lie in the long-term benefits of ensuring the sustainable involvement of communities in sport and recreation and in the programme aimed at talent identification and fostering the ideals of a healthy nation. The anchor programme in legacy is Club Development which is aimed at increasing participation in sport and recreation at grass roots, at the simplest level of organization, the club.	Formation of Sport Clubs Sustainable sport programmes Talent Identification Promotion of Healthy Lifestyles Good Governance in Sport	1 April 2012 - 31 March 2012	Dept of Sport and Recreation	2012/2013	BASIC SERVICE DELIVER
Kandahar Sport Complex	Work and Play Programmes	Coordination of a Sport tournament for Government Employees (to promote wellness) Sector Departments support this programme in their numbers. The sport codes focused on are Football, Netball and Volleyball. Leagues are currently being organized to sustain this programme and to develop a lifestyle of wellness.	Government Employee Wellness Encourage Healthy Lifestyle	No v-12	Dept of Sport and Recreation	2012/2013	
Steadville, Tsakanene, Roosboom, Driefontein	Indigenous Games	Improve administration amongst Indigenous games structures and active participation, amongst communities. The codes include Khokho, Induku, Jukskei, Incuva, Inqathu, Arigogo, Amagende, Umlababala	Increase participation by developing and implementing targeted recreation programmes in partnership with relevant stakeholders	1 April 2012 - 31 March 2012	Dept of Sport and Recreation	2012/2013	

St Chads Ezakh ni, Section B Ezakh ni, Section E Zwelish a Pieters Roosbo om Waters meet Burford Peacet own Driefon tein Steadvi lle Accacia vale	ActiveS eniors (Golden Games)	Recreational programmes for the Aged, hosting multi-coded sporting tournaments as well as the purchase of critical equipment to sustain the Sport as played by our Active Seniors. The word active in front of seniors cannot be more modest, but through a good working relationship (Partnership) with DSD (Department of Social Development) as well as NGO's like Age in Action, this programme has still a story to tell. A provincial tournament known as the Golden Games is also great attraction to all participants	Promote Healthy Lifestyle	1 April 2012 - 31 March 2012	Dept Sport and Recreation	of 2012/2 013	B A S I C S E R V I C E D E L I V
Lad ysmith Prison	Recrehab	Programme for Prison inmates. This aids in the rehabilitation of inmates as it restores dignity on a level playing field.	Contribute to Rehilitation of Offenders	1 April 2012 - 31 March 2012	Dept Sport and Recreation	of 2012/2 013	
Kw aGodi Lusthe ni Matiwa ne	Rural horse Riding	African Renaissance Initiative – Horse Riding programmes for rural communities. Jockeys and Owners along with their horses participate in weekly stakes.	Resuscitate traditional leisure time amongst the rural community	1 April 2012 - 31 March 2012	Dept of Sport and Recreation	2012/2 013	

Emcits heni							
Eza kheni Sport Comple x	s Facilitie	This programme facilitates the provision of new sport and recreation facilities and the repairs to existing ones. This is part of our contribution and intervention towards addressing backlogs in sport and recreation infrastructure in this provincial strategy of investing in community infrastructure while fighting poverty, creating job opportunities and providing enabling skills	Reducing Backlogs in Sport Infrastructure Creating Jobs Training and Development	1 April 2012 - 31 March 2012	Dept of Sport and Recreation Emnambithi Local Municipality	2012/2 013	
Lad ysmith (all wards)	Communi ty Sport	The Community Sport programme aims to promote and develop sport within the community and encourage high performance. Programmes in this component are run in partnership with the governing bodies of the different codes of sport. The SubSub Programme Junior sport is part of Sport and focuses on the promotion of sport with the prime purpose of developing the youth to excel in sport and recreation at a national and international level. The programme is aimed at integrating the able-bodied athletes as well as those with special needs. The implementation of these programmes is undertaken with the federations and the	Sport Development Youth Development Training and Development Promote Good Governance in Sport Sustainable sport programmes	1 April 2012 - 31 March 2012	Dept of Sport and Recreation	2012/2 013	B A S I C S E R V I C E D E L I V -

		Department of Education, who are the key stakeholders.					
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DEPARTMENT OF AGRICULTURE						
Area	Project name	Objectives/Goals	Time frame	Funding	Financial year	Beneficiaries
Wards 1-27	Poultry	To promote self sufficient in all its intervention and focus on the empowerment of people to be independent and entrepreneurial	Throughout the year	Dept of Agric	2012/2013	1339

Wards 1-27	Vegetable Production	To ensure sustainable livelihood by contributing to economic growth, to reduce poverty and to develop communities	Throughout the year	Dept of Agric	2012/2013	9125
Ward 5-27	Maize Production	Creation of decent work opportunity and ensuring economic growth and infrastructure development	During Summer	Dept of Agric	2012/2013	7978
Ward 5-27	Beans Production	Creation of decent work opportunity and ensuring economic growth and infrastructure development	During Summer	Dept of Agric	2012/2013	777
Ward 1- 27	One home one garden	To promote food security to the community	Throughout the year	Dept of Agric	2012/2013	10995
Ward 5 -27	Livestock	To provide further development and continued progress towards contribution to sustainable development	Throughout the year	Dept of Agric	2012/2013	4284
Ward 5 -27	Goats	To unlock the large potential of goat production	Throughout the year	Dept of Agric	2012/2013	2982
Ward 5 -27	Piggery	To generate income and to promote food security	Throughout the year	Dept of Agric	2012/2013	651
Ward 5-27	Sheep	To promote a consistent participatory approach in order	Throughout the year	Dept of Agric	2012/2013	742
		to obtain commitment from the community				

Ward 12	Bee keeping	To provide quality Agricultural food supply and increase awareness to the community	Throughout the year	Dept of Agric	2012/2013	35
Ward 5	Mushroom	To provide quality Agricultural food supply and increase awareness to the community	Throughout the year	Dept of Agric	2012/2013	56

DEPARTMENT OF HEALTH LADYSMITH PROJECTS FOR 2012/2013 FINANCIAL YEAR

AREA	PROJECT TITLE/NAME	PROJECT DESCRIPTION	LAND OWNER	OBJECTIVE/GOAL	TARGET DATES	BUDGET	FUNDER	FINANCIAL YEAR	KAP ALIGNMENT
Limit hill	Limithill clinic	Construction of a new clinic	Municipality	To increase the capacity of the primary health care system within the district	20 13/201 4	R 20 000 000	D oh	2013/ 2014	BASIC SERVICE DELIVERY
Tholu sizo	Tholusizo clinic	Extension to existing clinic	Doh	To increase the capacity of the primary health care system within the district	20 12/201 3	R 4 000 000	D oh	2012/ 2013	

Driefontein	Driefontein clinic	Construction of maternity and obstetric unit	Doh	To increase the capacity of the primary health care system	2012/2013	R 1 500 000	Doh	2012/2013	
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				within the district					
Watersmeet	Watersmeet clinic	Construction of maternity and obstetric unit	Doh	To increase the capacity of the primary health care system within the district	2014/2015	R 2 000 000	Doh	2014/2015	
Roosboom	Roosboom clinic	Construction of a new clinic	Municipality	To increase the capacity of the primary health care system within the district	2013/2014	R 20 000 000	Doh	2013/2014	
Burford	Burford clinic	Construction of a new clinic	Municipality	To increase the capacity of the primary health care system within the district	2013/2014	R 20 000 000	Doh	2013/2014	
Lady Smith	Ladysmith provincial hospital	Upgrade all lifts	Doh	To rehabilitate infrastructure	2012/2013	R 5 000 000	Doh	2012/2013	

Lady smith	Ladysmi th provincial hospital	Extens ion to opd & reconfigur ation	Doh	To increase the capacity of service delivery within the outpatient department	20 12/201 3	R 4 000 000	D oh	2012/ 2013	
Lady smith	Ladysmi th provincial hospital	Extens ion and alteration of gateway clinic and the present cdc building	Doh	To increase the capacity of the primary health care system within the district	20 12/201 3	R 5 500 000	D oh	/2013	

DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM

AREA	PROJEC T TITLE/NAME	PROJE CT DESCRIPTI ON	LAN D OWNER	OBJECTI VE/GOAL	D EDT UNIT	BUDG ET	F UND ER	FINA NCIAL YEAR	KPA ALIGNME NT
Winte rton	Okhahla mba	Enterp rise Centre which will provide a	Okh ahlamba LM	to provide space for manufacturi	L ED	R3,00 0,000.00	D EDT	2012/ 13	

	Enterprise Centre	facility for crafters, the Development Agency and SEDA		ng and displaying wares					
Okhahlamba LM	SMME training and capacity building	Business & Technical training	Okhahlamba LM	SMME support	S BD	R 126 920.00	D EDT	2012/ 13	
Emnambithi LM	SMME training and capacity building	Business & Technical training	Emnambithi LM	SMME support	S BD	R 126 920.00	D EDT	2012/ 13	
Imbazane LM	SMME training and capacity building	Business & Technical training	Imbazane LM	SMME support	S BD	R126 920.00	D EDT	2012/ 13	
Mtsheni LM	SMME training and capacity building	Business & Technical training	Mtsheni LM	SMME support	S BD	R 126 920.00	D EDT	2012/ 13	
Indakana LM	SMME training and capacity building	Business & Technical training	Indakana LM	SMME support	S BD	R 126 920.00	D EDT	2012/ 13	
Uthukela District	Royal Show	Exhibition (SMMEs & Cooperatives)	Uthukela District	Business exposure	IB S	R 165 680.00	D EDT	2012/ 13	
Uthukela District	PreFinance Training	Business finance	Uthukela District	Access to Finance	S BD	R 150 000.00	D EDT	2012/ 13	
Uthukela District	Status of Small Enterprises				S BD	R 184 636.00	D EDT	2012/ 13	

DEPARTMENT OF LABOUR LADYSMITH PROJECTS FOR 2012/2013 FINANCIAL YEAR

AREA	PROJECT TITLE/NAME	PROJECT DESCRIPTION	LAND OWNER	OBJECTIVE/GOAL	TARGET DATES	BUDGET	FUND ER	FINANCIAL YEAR	KAP ALIGNMENT
Lady smith	Pes marketing campaign	Career exhibition		To expose unemployed people to different careers offered by tertiary institutions and prospective employers	20 12.08. 01	R120 000		2012/ 2013	
	Pes marketing campaign	Dol briefing sessions		To market DOL services to the targeted community	6/ 1/2012 , August 2012/S ept 2012/ Oct 2012/F	R100 000		2012/ 2013	

					eb 2013				
				To register unemployed people onto our database				2012/ 2013	

Lady smith	Ee awareness campaigns	Dol briefing session		To raise awareness on the employment of people with disabilities	20 12.07. 13			2012/ 2013	
Lady smith	Ee awareness campaigns	Dol briefing session		To raise awareness on the management of HIV and AIDS in the workplace	20 12.12. 03			2012/ 2013	
Lady smith	Ee awareness campaigns	Dol briefing session		To raise awareness on the preparation, implementation and monitoring of the EE plan	20 12.09. 13			2012/ 2013	
Lady smith	Coida awareness campaigns	Dol briefing session		To market DOL services to	20 12.06. 21			2012 2013	
				the targeted community					
Lady smith	Bcea awareness campaigns	Dol briefing session		To market DOL services to the targeted community	20 12.06. 21			2012/ 2013	
Lady smith	Ohsa awareness campaigns	Dol briefing session		To market DOL services to the targeted community	20 12.06. 21			2012/ 2013	

Lady smith	Uia awareness campains	Dol briefing session		To market DOL services to the targeted community	20 12.06. 21			2012/ 2013	
SASSA EZAKHENI LOCAL OFFICE, LADYSMITH PROJECTS FOR 2012/2013 FINANCIAL YEAR									
AREA	PROJEC T TITLE/NAME	PROJE CT DESCRIPTI ON	LAN D OWNER	OBJECTI VE/GOAL	T ARGE T DATE S	BUDG ET	F UND ER	FINA NCIAL YEAR	KAP ALIGNME NT
Rural areas, e.g. Mhlumay o, Mcitsheni . St'Chads, Pieters etc.	Mobile Unit (Truck)	This unit is meant to service the deep rural and for imbizos, lcrops, also available		To provide service to people that can not reach our office due to poverty/ means.					

		on requests like Flagship programm s etc.							
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INdak a and Emnambit hi/Ladys mith Municipal ities	School children database	This is meant to get all the names of the children receiving the grants and to refer all those without proper documents like birth certificates to DOHA.		To provide grants to legitimate children that are schooling and existing in the birth register and in the community.					
INdak a and Emnambit hi/Ladys mith Municipal ities	Paypoint s Infrustructur e/ with facilities	This is to get user friendly pay points		To provide payment services in the pay points with shelter, sanitation, with seats and also fenced for security purposes.					

Emna mbithi/La dysmith Municipal ity around Ezakheni area.	Looking for EZAKHENI SASSA office space	To enable SASSA to have our own lay out and proper labelling							
AREA	PROJEC T TITLE/NAME	PROJE CT DESCRIPTI ON	LAN D OWNER	OBJECTI VE/GOAL	T ARGE T DATE S	BUDG ET	F INAN CIAL YEA R	FINA NCIAL YEAR	KPA ALIGNME NT
Ezak heni E Section	Equip Computer Labs	To establish two computer centres with connectivit y on the campus which will serve a minimum of 300 students in NCV programm es and 300 learners in short skills	Mna mbithi FET College	Learners will be able to access computers for basic end user training purposes and for business support programmes . It will further assist in the placement and support of learners in the NCV	20 12/201 4	R 1 200 000.00	2 012/2 014		

		courses as well as unit standard based programmes. The centres should be able to accommodate at least 35 learners each		programmes .					
Ezakheni E Section	SML Centre	To establish a Science, Mathematics and Language centre which will support 300 matriculants and out of school learners on a part time basis over weekends and school holidays	Mnambithi FET College	Learners are supported to improve their mathematical, science and language abilities which will allow them to access HE institutions and engineering programmes . It will help educators as a teacher development centre in	2012/2014	R 1200 000.00	2012/2014		

				Eng, Maths and Science. It will also create employment opportunities for seasoned educators in these fields					
Ezakheni E Section	E-AGRIP Project	To identify agricultural training facilities and appoint suitably qualified facilitators to train 300 learners on plant propagation and basic agricultural skills. To incorporate accredited service providers through partnerships to assure the quality of programmes and	Mnambithi FET College	Learners are trained to produce fresh fruit and vegetables for own consumption and trading. Greening the neighbourhood and creating employment / self-employment opportunities. Further up-skilling the community to produce other agricultural products e.g. meat, seedlings and general	20 12/2017	R 360 000.00	2 012/2017		

		learner certificatio n. to offer accredited unit		garden plants.					
Ezak heni E Section	E- Skills Project	To train 675 learners in short skills courses by forming partnershi ps with accredited providers and incorporati ng them to enable the College to gain accreditati on.	Mna mbithi FET College	Train learners in basic skills relating to specific trades. This will include basic hand tools , business and computer skills for those who need to start their own businesses to create employment for self and others. The hard skills will enable learners to find employment as they will be able to work in the specific trade as an assistant, can later be	20 12/203 4	R 12 121 650.00	2 012/2 034		

				trade tested as section 28 learners					
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Ezak heni E Section	E- Infrastruc	To build 20 classroom s and a multipurpo se hall on the campus	Mna mbithi FET College	The envisaged programmes will require additional infrastructur e as the campus only has 6 classrooms and no hall for examination and general purposes. This will also enable the College to offer NCV programmes on the campus.	20 12/203 5	R 12 000 000.00	2 012/2 035		
Ezak heni E Section	E- Infrastruc	To upgrade the accommod ation and catering facility	Mna mbithi FET College	The College is in a rural setting and will be able to serve the communities of surrounding towns and the rural areas around it by being able to accommodat e some of the learners in	20 12/203 6	R 500 000.00	2 012/2 036		

				acceptable living conditions.					
Ezak heni E Section	E- Infrastruc	To upgrade the ablution facilities and sewer system	Mna mbithi FET College	The ablution facilities need to be upgraded to reflect the image of the College and recognising that students come first. Currently the campus is not connected to the main sewer system	20 12/203 7	R 800 000.00	2 012/2 037		

Ezak heni A Section	Mechan- ical Workshop	To fully equip the mechanical workshop by filling up the gaps to be able to completely support the NCV Electrical Infrastruct- ure Constructi- on programm- e and to equip local Science high school students with basic hand skills,	Dept of Educ/Mn- ambithi FETC	Learners will be able to complete practical work in an equipped workshop. The mechanical workshop will result in the students having hand skills, welding skills and the skill to use power tools. This will enable them to find employment or to create selfemployment.	20 12/204 7	R 529 000.00	2 012/2 047		
Ezak heni A Section	Electroni- c Workshop	To fit and fully equip the electronic workshop to support the Electrical Infrastruct- ure Constructi- on	Dept of Educ/Mn- ambithi FETC	Learners will be able to do practical work in a fully equipped electronic workshop and in a structured environment.	20 12/204 8	R 800 000.00	2 012/2 048		

		programme							
Ezakeni A Section	Security	To install a fence around the campus and equip the campus with an effective security system	Dept of Educ/Mnambithi FETC	The capital investment on the campus will be secured	2012/2055	R 120000.00	2012/2055		
Ezakeni A Section	Ablution	To build ladies and gents change rooms with washing facilities at the workshops	Dept of Educ/Mnambithi FETC	The students working in the workshops will be able to dress and undress their PPEs when going to and from the workshop. The students will also be able to freshen up	2012/2056	R 80000.00	2012/2056		

				before going to class					
Ezak heni A Section	Compute r Rooms	To install and network 50 computers in the resource centre, to provide modern reference material and spaces to do research	Dept of Educ/Mn ambithi FETC	The students will be able to access information to assist them in their studies and broaden their knowledge in general, as most of these students have never had the opportunity to access such facilities. This will improve general performance , the through put rate and ultimately a student who	20 12/205 7	R 1 200 000.00	2 012/2 057		

				are better informed and exposed to modern research environments					
Ezakeni A Section	A-AGRIPProject	To identify agricultural training facilities and appoint suitably qualified facilitators to train 300 learners on plant propagation and basic	Mnambithi FET College	Learners are trained to produce fresh fruit and vegetables for own consumption and trading. Greening the neighbourhood and creating employment / self-	2012/2017	R 360 000.00	2012/2017		

		agricultural skills. To incorporate accredited service providers through partnerships to assure the quality of programmes and learner certification. to offer accredited unit		employment opportunities. Further up-skilling the community to produce other agricultural products e.g. meat, seedlings and general garden plants.					
Ezakheni B Section	B-Infrastructure	Renovation to 5 workshops / classrooms and admin block.	Mnamabithi FET College	Learners in different programmes trained in a conducive and safe environment	20 12/2068	R 800 000.00	2 012/2068		
Ezakheni B Section	B-Computers	Procure classroom furniture, fixtures and fitting, learning material, computer based support programme	Mnamabithi FET College	Resources available for teaching and learning	20 12/2069	R 600 000.00	2 012/2069		

		es (software)							
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AREA (VENUE)	TARGET DATES	PROJECT DESCRIPTION	PEOPLE PARTICIPATING	KPA ALIGNMENT
Ezakheni area	Every fridays	School visit school conducting awareness campaign in substance and sexual abuse, and human trafficking	Primary and high school learners for ezakheni area	
Venue changes	Every wednesdays	Soccer matches	Saps member and community members	
To be identified	March	Visiting the elders conducting the awareness in domestic violent issues	Elders of ezakheni area	
Ithala (pieter's area)	March 14	Sector meeting	Saps and community members	
Saps ezakheni	22 march	Cpf meeting	Saps and community members	
Thandokazi. January @multichoice.co.za Saps ladysmith	08 march	International woman's day	Saps members, youth desk members from different stations	
Ezakheni area	Every fridays	School visit school conducting awareness campaign in substance and sexual abuse, and human trafficking	Primary and high school learners for ezakheni area	

Venue changes	Every wednesdays	Soccer matches	Saps member and community members	
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To be identified	7 april	Fitness walk for the elders, in fighting agaainst the abuse of women and children	Elders of ezakheni area	
Ithala (pieter's area)	April	Sector meeting	Saps and community members	
Saps ezakheni	06 april	Cpf meeting	Saps and community members	
To be identified	April	Children walk against their abuse	Saps members, youth desk members from different stations	
Every fridays	Ezakheni	Visiting primary and high schools conducting awareness campaign on substance abuse, drugs sexual abuse and human trafficking	Ezakheni area	
Every wednesdays	Ezakheni	Soccer games against saps	Venue changes	
18 may	Ezakheni	Visiting the elders(mandela day)	To be identified	
14 may	Ezakheni	Sector meeting	Ithala (pieter's)	
20 may	Ezakheni	Y/desk meeting	Saps ezakheni	

22 may	Ezakheni	Cpf meeting	Saps ladysmith	
May	Ezakheni	Child protection week (campaign with schools, prosecutor and the other dept.(baby stealing)	To be identified at ezakheni	

Ezakheni area	Every fridays	School visit school conducting awareness campaign in substance and sexual abuse, and human trafficking	Primary and high school learners for ezakheni area	
Venue changes	Every wednesdays	Soccermatches	Saps member and community members	
To be identified	June	Schools visiting the station for educational purpose	Different shools of ezakheni area	
Ithala (pieter's area)	June	Sector meeting	Saps and community members	
Saps ezakheni	June	Cpf meeting	Saps and community members	
To be identified	June	Visiting the elders in one of sub forum and conducting the awareness in family violence issues	Saps members, youth desk members and elders	
Ezakheni area	Every fridays	School visit school conducting awareness campaign in substance and sexual abuse, and human trafficking	Primary and high school learners for ezakheni area	
Venue changes	Every wednesdays	Soccer matches	Saps member and community members	
To be identified	August	Visiting the elders conducting the awareness in domestic violent issues	Different shools of ezakheni area	
Ithala (pieter's area)	August	Sector meeting	Saps and community members	

Saps ezakheni	10 august	Cpf meeting	Saps and community members	
To be identified	August	Take girl children to work campaign	Saps members, youth desk members and elders	
Ezakheni area	Every fridays	School visit school conducting awareness campaign in substance and sexual abuse, and human trafficking	Primary and high school learners for ezakheni area	
Venue changes	Every wednesdays	Soccer matches	Saps member and community members	
To be identified	Septembe r	Visiting the elders conducting the awareness in domestic violent issues	Elders of ezakheni area	
Ithala (pieter's area)	Septembe r	Sector meeting	Saps and community members	

DEPARTMENT OF TRANSPORT - LADYSMITH

			LADYSMITH AREA OFFICE				
BETTERMENT & REGRAV			GUARDRAIL REPAIRS	GUARDRAILS NEW	CLEANING OF KERB CHANNELS	ROADS STUDS REPLACEMENT	DRAINAGE IMPROVEMENT
2012 / 2013			LADYSMITH AREA OFFICE				
BETTERMENT & REGRAV	WARD		GUARDRAIL REPAIRS	GUARDRAILS NEW	CLEANING OF KERB CHANNELS	ROADS STUDS REPLACEMENT	DRAINAGE IMPROVEMENT
P 263 Colling Pass 8.6km	24		P1-10 600M		P 335 300m2	P 31 2500	
D 713 Ingogo 7.3km	19		P31 600m		P 544 800m2	P 1-10 2500	
D 837 Mtateni 5.1km	17		P544 600M		P 325 400m2		

D 344 /D34 Link 4.5km	13				P 208 550m2		
D 692 Mcitsheni 4km	7				P 335 300m2		
P 555 Elandslaagte 4km	23				P 544 800m2		
L 1524 Mashiselweni 3km	16				P 325 400m2		
L 2105 Ehlathini 3km	18				P 208 550m2		
P 294 Colenso 7km	25						
2013 / 2014			LADYSMITH AREA OFFICE				
BETTERMENT & REGRAV							
D 375 Colenso- 7km	25	GUARDRAIL REPAIRS		INSTALLATION OF NEW GUARDRAILS	CLEANING OF KERB CHANNELS	ROADS STUDS & REPLACEMENT	DRAINAGE IMPROVEMENT
D 44 Watersmeet 6km	16	P 189 - 200 poles - 200m		P 208 Emoba 200m -	P 31 700m2	P32 - 4000	P 30 L/smith Berg 12km
D 742 Mpondweni 5km	11	P 32 - 500 poles - 400m			P 32 10000m2	P 33-1 3 000	P 33-1 Wasbank Glen 19km
P 314-2 Khaphethi 14km	25	P 335 - 100 poles- 100m			P 33-1 700M2	P 544 - 2500	
A 4145 Jonono 5km	23	P325 - 400 poles - 300m			P 189 600M2	P 189 - 2000	
D 771 Elandslaagte Monum 5km	23	P1-10 - 600 poles- 500m				P 181 - 1000	
P 263 Colling Pass Part C 8km	23	P33-1 - 400 poles + 300m					
P182/2 Skiet Drieff 18km	11	P 406 - 100 poles					

L 454 Baldaskraal Link 5km	24						
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D 386 Manzamyama 4km	25						
D 73 Schoeman 5km	19						
NEW ROAD							
Magazini 3km	17						
Gigi (Mcitsheni) 3km	7						
2014 / 2015			LADYSMITH AREA OFFICE				
BETTERMENT & REGRAV			GUARDRAIL REPAIRS	GUARDRAILS NEW	CLEANING OF KERB & CHANNELS	ROADS STUDS REPLACEMENT	DRAINAGE IMPROVEMENT
D 498 Esontweni 10.5km	23		P 544 500m	D 1278 3 000M	P 335 300m2	P 208 900	P 189 16km
D 320 - Kwagxobagxoba 5km	15		P 1-10 700m		P 544 800m2	P 31 2300	P 208 16kkm
P 39-2 Lusitania 6km	24		P 32 700m		P 325 400m2	P 325 1100	P 31 26km
P 187 Blue Bank 8km	13		P 31 600m		P 208 550m2	P 319 700	
L 282 P181-P183 4km	11		P 189 400m				
D 798 Burford 3km	14						
D 797 Nkuthu 9km	19						
P555 Crimin 5km	23						
A 4023 Gudlintaba 5km	18						

2015 / 2016			LADYSMITH AREA OFFICE	GUARDRAILS NEW	CLEANING KERB CHANNELS	OF &	ROADS STUDS REPLACEMENT	DRAINAGE IMPROVEMENT
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BETTERMENT & REGRAV			GUARDRAIL REPAIRS				
D 45 Mordenspruit 10km	13						
D 367 Kwa Dlamini 3.6km	11						
A 4028 St Chads 3km	20						
D2444 Schoeman 3km	19						
L 1522 Lusitania 6km	24						
L2061 Mjoli 5.km	14						

LINEMARKING	GRASS CUTTING	INFORMATION & GUAID SIGNS	MINOR STRUCTRE	PAINTING OF STEEL BRIDGE	BRIDGE HANDRAILS

[illegible]

LINEMARKING		GRASS CUTTING	INFORMATION & GUAID SIGNS	MINOR STRUCTRE	REPAIR OF STEEL BRIDGE
P 333	8 000m	P 544 44 000m2	Various	D 284	P 409
P 359 000m	22	P 189 30 000m2			
P 181 000m	36	P 1-10 63 000m2			
P 406 12000m		P 31 78 000m2			
		P 181 50 000m2			

DEPARTMENT OF TRANSPORT CONTINUED

Region	Project No. (or Local Mun. No.)	RRTF Name	Tribal Authority	Inkosi Name	Ward	Road		Project Location	Activity / Treatment	Start & End Km	Length Km
Financial Year:	Proposed Dates		Tribal Authority	Inkosi Name	Ward	Road Name		Project Location	Type & No of crossings	Size	
2013-2014	03/05/2012	Ladysmith RRTF	Abantungwa Tribal Authority	Inkosi Khumalo	7	Gidi Road	L2466	Kleinfontain			
	03/05/2012	Ladysmith RRTF	Abantungwa Tribal Authority	Inkosi Khumalo	17	Mgazini Road	L2387	Kleinfontain			
2014-2015	03/05/2012	Ladysmith RRTF	Mthembu Tribe	Inkosi Mthembu	7	Machibini Road	L2467	Kleinfontain			
	28/05/2012	Ladysmith RRTF	Abantungwa Tribal Authority	Inkosi Khumalo	18	Mevane Road	L2469	Barford	8 Crossings of box cuverts	2500x2500	
	03/05/2012	Ladysmith RRTF	Abantungwa Tribal Authority	Inkosi Khumalo		Sinayi Road	L2468	Driefontein			
	04/05/2012	Ladysmith RRTF	Abantungwa Tribal Authority	Inkosi Khumalo		Zitende Road	L2470	Driefontein	4 Crossings of round pipes	900mm dia	



DEPARTMENT OF RURAL DEVELOPMENT

AREA	PROJECT TITLE/NAME	PROJECT DESCRIPTION	OBJECTIVE/GOAL	ESTIMATED TARGET DATES	ESTIMATED BUDGET	FUNDER	FINANCIAL YEAR
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LADYSMITH	Avontrust	Portion 25 (of 3) of the farm Zand Spruit No. 1134	Grazing and settlement	Aug-13	729,000	DRDRL	2013/2014
LADYSMITH	Farm Jackals Retreat	The farm Jackals Retreat No. 11604, The farm Jackals Spruit No. 9087	Grazing, cropping and settlement	Jan-14	3,621,981	DRDRL	2013/2014
LADYSMITH	Farm Retief	Remainder of the farm Retief No. 15184	Grazing and settlement	Aug-13	1,400,000	DRDRL	2013/2014
LADYSMITH	Ladysmith Housing	Ladysmith and surrounding areas	Housing	Jan-13	5,000,000	DRDRL	2013/2014

UTHUKELA DISTRICT INFRASTRATRURAL PLAN

AREA	PROJECT TITLE/NAME	PROJECT DESCRIPTION	FUNDER
2013/14	Acton Homes	Sub-Programme B usiness Plan Instrument	
FINANCIAL YE	Budget AR2014 /15	gets for Tar ER	
	Quarterly Labour Force	Statistics South Africa	
Uthukela Distr	Purchase of Laict nd Survey (QLFS)	Continuous Survey1.13a land parcels procu red(National	
)	2013/2014	
Indaka		Numbering and Geo - Statistics South Africa	
/Imbabazane	Dwelling Frame	referencing2.1a Project Linked Subs idies (current commitments (National)	
	2013/14		
	Umbulwane Area H	5 745 000 approved up to 31/03/07) : Excluding blocked projects	
	Continuous Data		
	Collection Survey (CDC 2.5b ISU: Phase 3 - Top Structure Construction	Statistics South Africa -	
	Thembalihle	5 200 000	
Uthukela District	SURVEY)	Continuous SurveyInformal Settlements	(National)
	2013/14		

UTHUKELA DISTRICT SANITATION PROGRAMME

Ezakheni A, A-B	1.6a Rectification of RDP Stock 1994-2002	0.00	0.00	0
Ezakheni B ph 1;2;3 & 4	1.6a Rectification of RDP Stock 1994-2002	0.00	0.00	0
Ezakheni DD, B, Tsakane, Steadville	1.6a Rectification of RDP Stock 1994-2002	0.00	0.00	0
Ezakheni A, A-B C & B	1.6a Rectification of RDP Stock 1994-2002	0.00	0.00	0
Steadville D	1.6a Rectification of RDP Stock 1994-2002	0.00	0.00	0
Capacity for Accrediation	Accreditation of Municipalities Capacity Bld Support			

	- Construction of Roosboom reservoir pump station			
Driefontein Eastern Bulk Water Feeder	<ul style="list-style-type: none"> - 20km of bulk water distribution mains ranging between 110mm & 355mm dia. - 27.5km of reticulation mains ranging between 40mm & 110mm. - Supply & installation of some 60 standpipes. - Development of production boreholes. - 4.7km of feeder mains from the boreholes into the Eastern bulk feeder main. - Construction of bypass chamber at proposed Hobsland reservoir. - Construction of control chambers at offtakes to Burford Reservoir, Reservoir Y and Reservoir L. - Construction of new inlet control chamber at Burford Reservoir. 	14	R11,148,683.22	The project will benefit low income rural communities of Burford , Hobsland and Kwamanzini. Beneficiary population-5400 Beneficiary households 675

EZAKHENI SERVICE OFFICE

PLAN FOR THE COMMEMORATION OF SPECIAL DAYS 2013/2014

INTERNATIONAL WOMEN'S DAY: 8 MARCH 2013

DATE	OBJECTIVES	ACTIVITIES	TARGET GROUP&NO.	VENUE	STAKE HOLDERS
14/03/2013	AWARENESS OR SUCCESSION PLANNING AND HUMAN RIGHTS WORKSHOP	PRESENTATION DIFFERENT STAKEHOLDERS	50 PEOPLE, WIDOWS WOMEN N.P.O CHAIR PERSONS	THUSONG CENTER ST CHADS	HOME AFFAIRS, LEGAL AID, OSS, WARD CCLR, NGO'S JUSTICE, CRISIS CENTER, TRADITIONAL HEALERS FORUM

CHILD PROTECTION WEEK: 27 MAY TO 2 JUNE

DATE	OBJECTIVES	ACTIVITIES	TARGET GROUP& NO.	VENUE	STAKE HOLDERS
28/05/2013	CHILD ABUSE AWARENESS	PRESENTATION FROM DIFFERENT STAKE HOLDER	50, TEENAGE PARENT COMMUNITY	EZAKHENI "C" COMMUNITY HALL THUSONG St.Chads DSD MCITSHENI HALL	CHILD WELFARE, DSD, HEALTH NUTRITION, OSS, LOCAL FORUMS, EDUCATION, SAPS/CPU, HOME AFFAIRS, CRECHE FORUM, WARD CCLR
				PIETERS HALL	OSS, SASSA, JUSTICE AGE IN ACTION

INTERNATIONAL DAY OF FAMILY: 15 MAY 2013

DATE	OBJECTIVES	ACTIVITIES	TARGET GROUP&NO.	VENUE	STAKEHOLDERS
16/05/2013	FAMILY PERSEVATION	MOTIVATION - MRS HLONGWANE	50 -ALL TYPES OF FAMILY LOCAL /COMMUNITY	MCITSHENI COMMUNITY HALL	FRATENAL FORUM,FAMILY ADVOCATE, NGO'S, WARD CCLR, TRADITIONAL LEADERS CRISIS CENTER LOCAL ORGANIZATIONS

INTERNATIONAL CHILDREN'S DAY: 1 JUNE 2013

DATE	OBJECTIVES	ACTIVITIES	TARGET GROUP&NO.	VENUE	STAKEHOLDERS
05/06/2013	Child Abuse Awareness	DEBATE BETWEEN PRIMARIES	PRIMARY SCHOOLS	LOCAL PRIMARY SCHOOLS	DEPT EDUCATION,OSS DSD, JUSTICE, WARD CCLR MUNICIPALITY, NGO'S MS N. MBALI

INTERNATIONAL DAY AGAINST ELDERLY ABUSE : 15 JUNE 2013

DATE	OBJECTIVES	ACTIVITIES	TARGET GROUP&NO.	VENUE	STAKEHOLDERS
20/06/2013	AWARENESS ELDERY ABUSE	PRESENTATION	50,ELDERY PERSON, FROM SERVICE COMMUNITY	EZAKHENI "C" COMMUNITY HALL	DSD, SASSA, WARD CCLR, DEPT ART& CULTRE, OSS ELDERY FORUM, JUSTICE, SAPS, AGE IN ACTION HEALTH, GENDER

YOUTH MONTH :

DATE	OBJECTIVES	ACTIVITIES	TARGET GROUP&NO.	VENUE	STAKEHOLDERS
20/06/2013	AWARENESS ELDERY ABUSE	PRESENTATION	50,ELDERY PERSON,FROM SERVICE COMMUNITY	EZAKHENI "C" COMMUNITY HALL	DSD, SASSA, WARD CLLR,DEPT ART& CULTRE, OSS ELDERY FORUM, JUSTICE,SAPS, AGE IN ACTION HEALTH,GEN DER

INTERNATIONA DAY AGAINST SUBSTANCE ABUSE AND DRUGS TRAFFICKING: 26 JUNE 2013

DATE	OBJECTIVES	ACTIVITIES	TARGET GROUP & NO.	VENUE	STAKEHOLDERS
04/07/2013	AWARNESSE ON ABUSE	PRESENTATION	50 25 PARENT 25 YOUTH	EZAKHENI C COMMUNITY HALL	DSD, JUSTICE N.P.A. FINGER PRINTS MADADENI REH

WORLD POPULATION DAY: 11 JULY 2013

DATE	OBJECTIVES	ACTIVITIES	TARGET GROUP & NO.	VENUE	STAKEHOLDERS
11/07/2013	AWARENESS ON POPULATION AND COMMUNITY NEEDS	PRESENTATION	COMMUNITY SENIOR CITIZEN 25	EZAKHENI LIBRARY	COGTA, MUNICIPALITY DSD, G.I.S, WARD CONCILLOR STATIC. SA. CHILD WELFARE

WORLD ALZHEMIER'S DAY: 21 SEPTEMBER 2013

DATE	OBJECTIVES	ACTIVITIES	TARGET GROUP & NO.	VENUE	STAKEHOLDERS
19/09/2013	AWARENESS	PRESENTATION	50 SENIOR CITIZENS, COMMUNITY	PIETERS COMMUNITY HALL	HEALTH, WARD, CCLR GENDER, AGE IN ACTION DSD, OSS, LOCAL LEADERS

OLDER PERSON'S DAY: 01 OCTOBER 2013

DATE	OBJECTIVES	ACTIVITIES	TARGET GROUP & NO	VENUE	STAKE HLODERS
10/10/2013	INTERGENARATIONAL PROGRAM	INDIGENOUS GAME	50 YOUTH & OLDER PERSON	MADLAKA SPORT GROUND	DSD, GENDER ,OSS

				EZAKHENI SECTION D	AGE IN ACTION, WARD CCLR HEALTH, LOCAL FORUMS SPORT & CREATION
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INTERNATIONAL RURAL WOMEN'S DAY: 15 OCTOBER 2013

DATE	OBJECTIVES	ACTIVITIES	TARGET GROUP&NO.	VENUE	STAKEHOLDERS
24/10/2013	WOMEN EMPOWERMENT	PRESENTATION	RURAL WOMEN	MCITSHENI HALL	RURAL DEVELOPMENT, JUSTICE,DSD, COGTA GENDER, OSS AGRICULTURE MUNICIPALITY WARD COUNCILLOR

WORLD FOOD DAY: 17 OCTOBER 2013

DATE	OBJECTIVES	ACTIVITIES	TARGET GROUP&NO.	VENUE	STAKEHOLDERS
17/10/2013	FOOD SECURITY	FOOD EXHIBITION	COMMUNITY EZAKHENI	E HALL	AGRICULTURE,OS S,WARD

	AWARENESS				HEALTH NUTRITION ART & CULTURE
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NATIONAL CHILDREN'S DAY: 1 NOVEMBER 2013

DATE	OBJECTIVES	ACTIVITIES	TARGET GROUP&NO.	VENUE	STAKEHOLDERS
01/11/13	PROMOTE ECD SERVICES, FOCUSING ON THE 'RIGHT TO PLAY'	FUN DAY	0-4 YEARS CHILDREN RECEIVING ECD PROGRAMMES	EZAKHENI FET COLLEGE	NIP SITE , ECD FORUM DSD,HEALTH,EDUCATION,JUSITICE, SPORT, TRAINING AND RESOURCE CENTRES (TREE) WARD CCLR, LOCAL FORUMS

16 DAYS OF ACTIVISM OF NO VIOLENCE AGAINST WOMEN AND CHILDREN

DATE	OBJECTIVES	ACTIVITIES	TARGET GROUP&NO.	VENUE	STAKEHOLDERS
27/11/2013	AWARENESS	PRESENTATION	COMMUNITY	THUSONG CENTRE ST CHADS	ALL DEPARTMENTS OSS LOCAL FORUMS

INTERNATIONAL DAY FOR PERSONS WITH DISABILITIES:03 DECEMBER 2013

DATE	OBJECTIVES	ACTIVITIES	TARGET GROUP&NO.	VENUE	STAKEHOLDERS
11/12/13	SKILLS EMPOWERING PROGRAMME	PRESENTATION	PPL 30 WITH DISABILITY, COMMUNITY	DSD OFFICE EZAKHENI	HEALTH, APC LADYSMITH

					REHABILITATION, DSD SIYAWELA PROJECT, DEPT OF EDUCATION NKANYEZI SCHOOL
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WORLD AIDS DAY: 01 DECEMBER 2013

DATE	OBJECTIVES	ACTIVITIES	TARGET GROUP&NO.	VENUE	STAKEHOLDERS
01/12/13	AWARENESS	PRESENTATION & TESTING CAMPAIGN	COMMUNITY AND SCHOOLS (GRASSROOT CAMPAIGN)	EZAKHENI HIGH SCHOOL	HEALTH, EDUCATION N.P.O. FORUM, WARD CCLR DSD, SASSA

DEPARTMENT OF ARTS AND CULTURE

Area	Project	Project Description	Objective/Goal	Target Date	Funder	Job Creation	Budget	Financial Year	KPA Alignment
Okhahlamba	Mobile Library Unit	<ul style="list-style-type: none"> Implement and monitor Mobile Library Units in the most deprived wards 	Job Creation				R180 00	2013/14	Basic Service Delivery
Indakha	Mobile Unit Library	<ul style="list-style-type: none"> Implement and monitor Mobile Units Library 	Job Creation				R180 00	2013/14	Basic Service Delivery
UThukela District		<ul style="list-style-type: none"> Signing of MOA's, develop training manuals, training of educators, support to schools, M&E(Provincial Cultural Exhibition, Youth Festival, Choral Music, Mentorship programmes. 	Review and Capacitate teacher education and capacity building programmes, Development of choral/orchestra schools				R250 000	2013/14	Municipal Transformation
Thukela District		<ul style="list-style-type: none"> Perfomoming Arts Skills Development, Film Development Theatre and Drama Skills Development 	Provide accredited and non accredited training				R130 000	2013/14	

Lady smith		<ul style="list-style-type: none"> • Performing Arts and Visual arts craft skills development for People with Disabilities • Choral and Recycled Material • Inmates performing arts skills development • Inmates visual skills and deveolpment 	for artists						
Berg ville									
Gove rnme nt Depa rtme nts and Muni cipali ties in uThu kela Distri ct	Ensuring good governance through efficient & reliable management of information in records to ensure ready access to the	<ul style="list-style-type: none"> • Conduct Registry Management & Records Management courses • Conduct Management inspections • Render profffesional advice in records management 					R280 00	20 13/ 14	

	right to information at the right time								
Thukela District	Conduct diagnostic research into the main causes of collapse in community level institutions	<ul style="list-style-type: none"> Disbursement of grant(Grant – in Aid provided through Arts & Culture Council), Distribution, Collection and submission of application forms 					nil	2013/14	
Uthukela District	Conduct diagnostic research into the main causes of collapse in community level institutions. Estab	<ul style="list-style-type: none"> Coordinate meetings, conduct workshops,support matrons/maidens forums 					R30 000	2013/14	

	lish and support provincial and district arts and culture forums								
UThukela District	Promote and accelerate roll out of Sukuma Sakhe	<ul style="list-style-type: none"> • Participate in Operation Sukuma Sakhe: • Provincial Task Team, District Task Team, Local Task Team and Ward Task Team meetings 					R10 000	20 13/14	
UThukela District	Develop and implement programmes	<p>Conduct the following</p> <ul style="list-style-type: none"> • Moral regeneration and Behavioral Change Campaign • Intergenerational and Intercultural dialogue • Anti Music piracy • Youth camps(Quartely) • Exhibitions • Regional Africa Day 					R392 000	20 13/14	

		<ul style="list-style-type: none"> • uThukela Multicultural Exhibition • Community Arts Festival 							
uThukela District	Hosting of cultural ceremonies, commemorations and special anniversaries	Support to Provincial Cultural Events: <ul style="list-style-type: none"> • Freedom Day Celebrations • Africa Day Celebrations • Nomkhubulwane(June) • Isivivane(August) • Royal Reed Dance Ceremony(Sept) • King Shaka Commemoration(Sept) • Eastern Rendevous(November) • Umkhosi WoSelwa(December) 					Provincial Budget	2013/14	
UThukela District	Implement Toy Collection Project	<ul style="list-style-type: none"> • Implement and Monitor Toy Collcetion to improve basic education 					R50 000	2013/14	

UThukela	Collection of Oral	<ul style="list-style-type: none"> • Link with the current running 					R12 000	20 13/14	
District	History and making it accessible to communities	<p>program in schools of Family Trees</p> <ul style="list-style-type: none"> • Conduct Interviews 							



SPATIAL ANALYSIS

Regional Context

The strategic location of the ELM is recognised in the recently introduced Provincial Growth and Development for KwaZulu-Natal which classifies Ladysmith as a tertiary node with regional significance. This means that the area is earmarked for the location of infrastructure that serves the whole of UThukela District and beyond, and connects the region with the major urban centres such as Durban and Johannesburg.

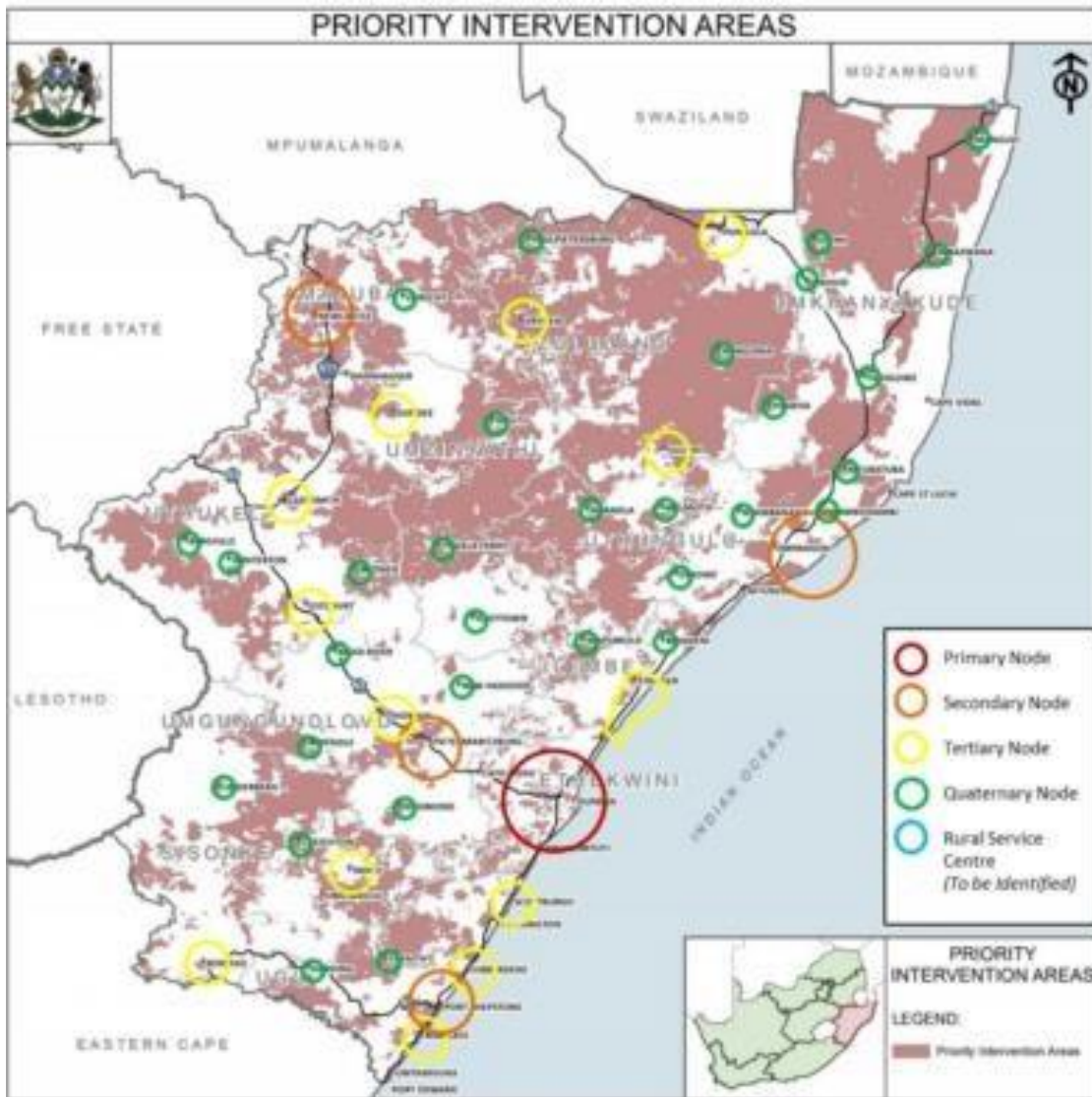


Figure 2: Provincial Priority Intervention Areas

District Spatial Economy

Ladysmith provides higher order goods to the whole district and houses most of the major industrial activities. Manufacturing activity is primarily concentrated in the Ladysmith-Ezakheni cluster, and is dominated by the textile and clothing sub-sector. The Emnambithi Local Municipality contains approximately half of the district's economic activity, particularly concentrated in the Ladysmith CBD and Ezakheni area. The Emnambithi town also contains the majority of the government service sectors that plays a meaningful role to the economy of the uThukela/Emnambithi sub-region through various logistics.

Regional Tourist Destinations

The ELM is also well located in relation to at least two of the major tourism destinations in KwaZulu-Natal. In fact, it serves as a base for the exploration of the Battlefields to the north and Ukhahlamba-Drakensburg Park to the south. The latter is a World Heritage Site and a world acclaimed tourist destination. This park is 243 000ha in extent and it is located along uThukela District administrative boundary. There are a number of natural and cultural attractions that exists within UKhahlamba-Drakensberg destination. The natural attractions include the Drakensberg Mountain, Archaeological sites, nature reserves (game viewing and bird watching), UThukela Biosphere Reserve, Tugela Catchments and Tugela River, Natural Bush, Forests and the climate is mostly comfortable. The cultural attractions include the certain parts of the Battlefields and Memorial, Museums, Monuments, Rock Art, Crafts, Recreation (Horse Riding) and tourism routes.

The ELM is located in a region with a rich heritage and military history ranging from the Mfecane period (early 1800s) to the turn of the century when the Boers tried to stem the tide of British imperialism. It includes Shaka's predatory campaigns, the arrival of the Voortrekkers, the Anglo-Zulu War and the Anglo-Boer Wars. The Battlefields Route provides a structured journey around the sites of various battles, skirmishes and sieges which are situated in a broad belt running through the central core of the region, from Esctourt in the south, through Ladysmith, Dundee and Newcastle, to Charlestown in the north. This presents the area with a unique 'tourism triangle' character, consisting of three of the five B's branding of provincial tourism – Berg, Bush and Battlefields. In addition to its three main destinations, there is a diversity of related attractions and accommodation facilities. This rich diversity allows tourists to experience a wide range of activities and scenes within a relatively small area, and is used as an important marketing element in the regional tourism industry.

Uthukela Catchment Management Area

The municipality is also located in the Thukela Water Management Area (WMA) with the Klip River and Sunday's River and their tributaries traversing the

municipality. These rivers drain into the Tugela River (also known as Thukela), which is the largest river system in KwaZulu-Natal. The Thukela River forms part of the Thukela River Catchment, which is approximately 30 000 km² in extent. This is one of the important river catchments in South Africa, which drains from the Drakensberg escarpment into the Indian Ocean. There is substantial runoff from the Thukela catchment as a result of high rainfall.

ADMINISTRATIVE ENTITIES

The municipality has a total of 27 wards. There are two tribal areas in the ELM and that is Abatungwa Kholwa Tribal Authority in the Driefontein Complex (ward 14, 17, 18 and 19) which accounts for approximately 9% (26 655ha) of the municipal area as well as Inkosi Shabalala at Matiwanskop(ward 23).

The bulk of these areas still falls under private ownership and the main land use is residential, with small, scattered commercial shops and government offices.

STRUCTURING ELEMENT

The municipality is bisected by development corridors and trade routes of national significance, that is the N11 which runs in a north south .direction linking KwaZulu-Natal with Mpumalanga Province and the N3 which runs in an east west direction linking Durban and Johannesburg Metropolitan areas. These routes/development corridors play a significant role in structuring land uses. A railway line also bisects the municipality which links areas of Johannesburg and Durban. The upgrade of the said railway line is a presidentially prioritised infrastructure development programme. The recently introduced Provincial Growth and Development Strategy for KwaZulu-Natal classifies Ladysmith as a tertiary node with regional significance. This means that the area is earmarked for the location of infrastructure that serves the whole of Uthukela District and beyond, and connects the region with the major urban centres such as Durban and Johannesburg.

The municipality is anchored around Ladysmith Town which serves as a service centre and administrative centre for the whole of Uthukela District, and a commercial hub for the north-western part of KwaZulu-Natal. In terms of the socio-economic macro context, the municipality is midway between the National Primary Nodes of Johannesburg and Durban. Ladysmith provides higher order goods to the whole district and houses most of the major industrial activities. Manufacturing activity is primarily concentrated in the Ladysmith-Ezakheni cluster, and is dominated by the textile and clothing sub-sector. The presence of industries within the municipality is seen as a huge advantage, these industries include the Nambithi Industrial Area, Dansekraal Industrial Area and Pieters Industrial Area.

The municipality is also well located in relation to at least two of the major tourism destinations in KwaZulu-Natal. In fact, it serves as a base for the exploration of the Battlefields to the north and Ukhahlamba-Drakensburg Park to the south. The

latter is a World Heritage Site and a world acclaimed tourist destination. The municipality is located in an region with a rich heritage and military history ranging from the uMfecane period (early 1800s) to the turn of the century when the Boers tried to stem the tide of British imperialism. The town of Ladysmith is located in the foothills of the Drakensberg Mountains, which form the escarpment. The dominant topographical features of the ELLM are valley slopes and undulating hills, but the topography is highly diverse and also includes broad valleys, moderate to steep slopes, rolling hills, flat plains, dolerite koppies and steep ridges

The settlement pattern in the ELM reflects the spatial imprints of the apartheid past, which continue to undermine efforts towards equitable development. The impact of separate development and apartheid policies on settlement can broadly be categorised as follows:

- Towns (urban centres), referring to urban centres of Ladysmith and Colenso;
- Formal township of Ezakheni.
- Peri-urban Settlements such as Roosboom and St Chads
- Rural settlements Matiwane, Driefontein, etc.

Apartheid pushed the poor into Ezakheni Township and the dislocated settlements to the north of Ladysmith. These areas are far away from economic opportunities. Land use management in municipality also has imprints of past planning. This was mainly evident from the urban areas of Ladysmith and Colenso that were guided by the Town Planning Schemes while the other areas just remained without any formal land use controls. However, the situation is changing given the introduction of the KwaZuluNatal Planning and Development Act, Act No. 6 of 2008 that required Emnambithi/ Ladysmith Municipality to introduce a wall-to-wall Land Use Scheme (LUS) within five years from the implementation date of the relevant provisions of the Act. The municipality has commenced with the processes to respond to this provincial directive though the development of the local area plans that covers the entire municipal area.

The municipality is also located in the uThukela Water Management Area (WMA) with the Klip River and Sunday's River and their tributaries traversing the municipality. These rivers drain into the Tugela River (also known as uThukela), which is the largest river system in KwaZulu-Natal. The Tugela River forms part of the Tugela River Catchment, which is approximately 30 000 km² in extent. This is one of the important river catchments in South Africa, which drains from the Drakensberg escarpment into the Indian Ocean. There is substantial runoff from the Tugela catchment as a result of high rainfall.

NODES AND CORRIDORS

THE N3 AND N11 NATIONAL/PROVINCIAL CORRIDOR

The N3 National Corridor runs along the south western part of the ELM. It is identified in the NDP and the PGDS as a development corridor linking the national economic hubs of Johannesburg and Durban. At a local level, it is however a limited access movement corridor with limited bearing on the local spatial system except at key road intersections. The intersection, which is the closest to the urban core of the municipality, namely the N11 and N3 interchange, is not located in the municipality and falls in the Okhahlamba municipality. It also serves as a provincial access route to tourism destinations such as the Battlefields and the Drakensburg.

Although the N11 is also a limited access national corridor, it serves a dual function. On the one hand, it is a major link and trade route between KwaZulu-Natal and Mpumalanga Province through Ladysmith. On the other hand, it is one of the major regional arterials connecting the northern parts of KwaZulu-Natal with towns such as Ladysmith, Emnambithi/Ladysmith (to a limited extent) and Newcastle all located along this route. It is the primary access route to the Battlefields and the northern KwaZulu-Natal Coal Rim which includes all the above-mentioned towns. It provides access to the Klip River and connects it to a number of agricultural district to the north of Ladysmith. Major settlements such as Matiwane, Driefontein and Nkunzi also gain access off the N11. Development along the N3 and N11 Development Corridors should follow the following guidelines:

- The N3 and N11 are national limited access and high speed public transport routes; as such direct access onto these roads is subject to the national road transport regulations.
- Higher order land uses should be accommodated in the nodes, but lower order land uses could develop in a linear fashion subject to alternative access opportunities; and
- A 15m buffer should be observed from the boundary of the road reserve. This has implications for settlements that have encroached onto the buffer areas.

This road provides an alternative route to Gauteng and Mpumalanga with views of scenic beauty, which can attract both domestic and international tourist thereby promoting LED projects at some locations.

PRIMARY DEVELOPMENT CORRIDORS

At least two existing roads have potential to develop as primary or sub-regional development corridors, These routes create opportunities to unlock new development areas and consolidation of existing areas, and provides direct access to Ladysmith. The key existing primary corridors are the following:

- P32 which runs in an east-west direction from Ladysmith through St Chads and the northern border to Ezakheni Township to Indaka Municipality in the east. This is the busiest corridor in the ELM. It is one of the roads that carry huge volumes of vehicular and trade related traffic. It also provides access to a large number of peri-urban and rural settlements located just outside of Ezakheni Township.
- R103 runs parallel to the N3 in an east west direction. It is a regional arterial which carries trade and passenger traffic, and runs through Colenso, Roosboom and Ladysmith.

Development along this route is subject to the rules and regulations of the provincial Department of Transport.

SECONDARY CORRIDORS

A number of roads serve as secondary access routes within the ELM. These provides access to major settlements and serve as a link with Ladysmith town. Secondary corridors include the following:

- P189 which runs through Driefontein and serves as the main access route to settlements such Driefontein, Burford, Peace Town, Watersmeet, etc. It is also the main access route to the Driefontein node.
- P33 which branches off the N11 approximately 25km north of Ladysmith Town. It is the primary access route to settlements such as Nkunzi, Cremin, and Steincoal Spruit, and also serves to connect Ladysmith and Dundee and Vryheid. It also runs through the coals rim and serves as a regional arterial carrying trade and passenger traffic. This is an agricultural corridor.
- P326 which runs between Colenso and Ladysmith through Pieters and Ezakheni Industrial Estate. This road serves as the main access to Ezakheni Industrial and Ezakheni Township. It also runs through commercial farms and has potential for both agriculture and eco-tourism.
- P263 which runs in an east-west direction linking settlements such as Elandslaagte and Cremin east of the N11 with Matiwane and Licitania west of the N11 and beyond. It is one of the major links with the Free State Province through Collins Pass and has potential to serve as a by-pass onto the N3. This is generally an agricultural and settlement corridor.

TERTIARY CORRIDORS

Tertiary corridors links service satellites in the sub-district and provides access to public and commercial facilities at a community level. Tertiary corridors are as follows:

- Road running through Ezakheni Township linking the Ezakheni Colenso Corridor with the Limehill/Ekuvukeni (Indaka) Ladysmith Corridor. This is the main collector distributor road for the Ezakheni Township and the surrounding settlements.
- P237 linking Driefontein Complex with R103 through Besters. This road requires substantial upgrading where it becomes D44.
- The road from Elandslaagte through Cremin linking Ekuvukeni Ladysmith Corridor with P33 (Ladysmith/Dundee) Corridor. Development of this corridor will open up the area between Cremin and St Chads for future residential development.
- In addition, there is a large number of local roads that serve different functions which also have potential to develop into local corridors. These will be identified and characterised as part of the refinement of the SDF and/or preparation of Local Area Plans (LAPs).

Primary Node

The Ladysmith Town is a sub-regional centre servicing the entire Emnambithi/Ladysmith Municipality and beyond. Therefore this is a primary node for investment promotion and centre of supply of services in the Emnambithi/Ladysmith Municipality. It forms part of the district spatial systems and is identified in the district SDF as a primary node or main economic hub. This is despite Emnambithi/Ladysmith being recognized as a third order centre at a provincial level. This node has administrative, social, and economic potential and there is provision of concentration of different activities of services.

Secondary Nodes

While Emnambithi/Ladysmith serves as a regional centre, at least two other areas present an opportunity for the development of secondary nodes with much less threshold/sphere of influence, namely Colenso and Ezakheni. Three main factors have influenced the selection of these areas, that is location in relation to major access routes, location in relation to large rural or urban settlements, which provides a threshold for services, rendered from these areas and development potential based on the above two factors, and broad overview of the historical development of the areas as well as the current level of development.

Ezakheni has potential to serve the whole of Ezakheni Township and the surrounding rural settlement. Spatial development in Ezakheni should focus on transforming the area into a mixed land use area, and a viable service centre developed with social, economic and other facilities.

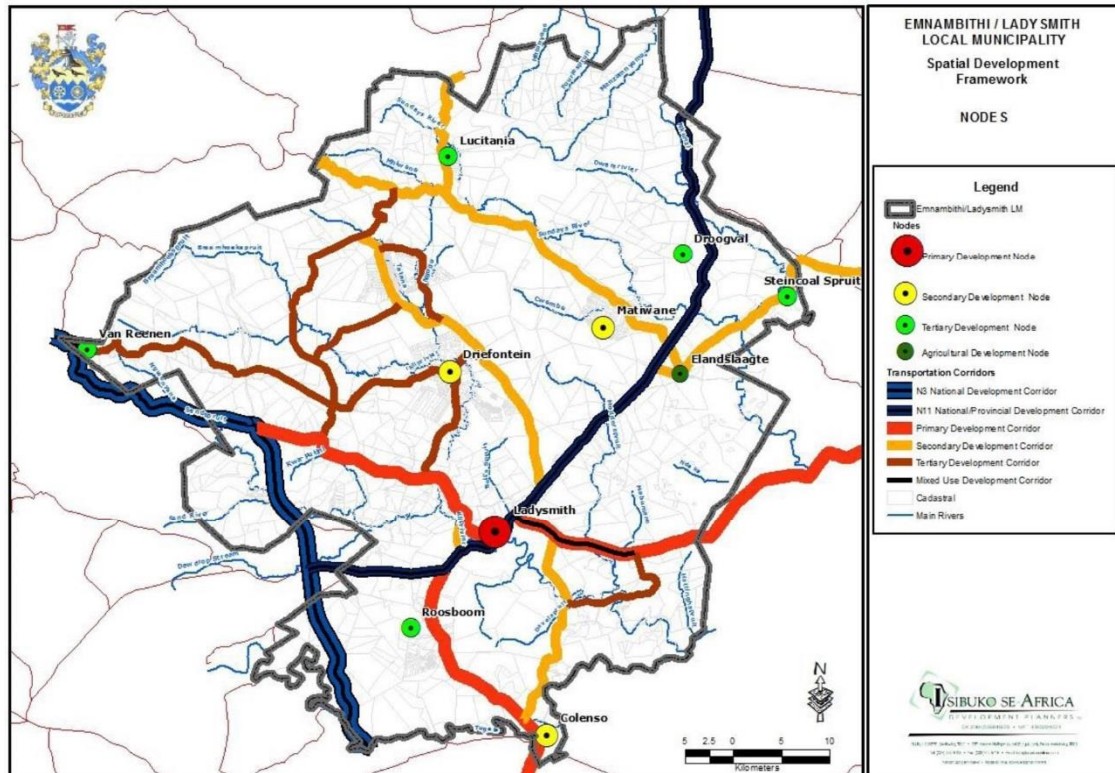
Colenso was previously a thriving rural service centre for the surrounding farming community has experienced decline in both character and function. It is characterized by derelict and poorly maintained buildings, deteriorating quality of infrastructure and the associated services, and lack of investment. With the majority of the land around this town being subject to land restitution and claims, it is critically important to repackage Colenso as a centre of activity and an anchor point for the integration and coordination of support services to the various land reform projects. It also has potential for the following activities:

- Low-key commercial activities and service industry targeting local communities and vehicular traffic passing through R103.
- Low-density residential development for people who want to be close to urban opportunities, but live a rural lifestyle.
- Public facilities serving different at least two or more settlement clusters.

Tertiary Centres

In addition to the secondary centres, the vision for the future spatial development of Emnambithi/Ladysmith Municipality makes provision for the development of community centres within a cluster of settlements. Driefontein, Roosboom, Matiwane and Lucitania can be classified as Tertiary centres on a municipal scale. These small centres serve as location points for community facilities serving the local community such as:

- Primary and secondary schools.
- Clinics including mobile clinics.
- Pension pay points.
- Community halls and other community facilities.
- The identification of tertiary nodes will be undertaken with the participation of the affected communities.



CURRENT LAND USE

Commercial Agriculture

The dominant land use within ELM is commercial agriculture, which covers 189 125.57ha or 63.8% of the geographic area of the municipality. In terms of land uses, commercial agriculture consists of existing and potential commercial agriculture. Existing commercial agriculture is represented by commercial crops (14 079ha) and commercial forestry (1 754ha), which accounts for 5% of the municipal area. The potential commercial agriculture category refers to grassland, covering 173 325ha or 58.45% of the municipal area. Clearly, this is the land use presenting significant potential for development.

Settlements

Settlements represent 4% of the land uses in ELM, which is a small percentage of geographical space. The majority of the urban settlements and population concentration in ELM is in the central and southern portions of the municipality. It includes the main urban complexes of Ladysmith and Ezakheni, as well as Colenso. These settlements are formalised urban areas, with Ladysmith being the main economic and administrative centre in ELM. Land uses within the main urban centres include residential, commercial, industrial and a range of other complementary land uses. These areas also provide a high level of social and infrastructural services.

Other settlements, which are significant in size but are not formalised urban areas, include Driefontein complex, Matiwane complex and Roosboom, which is

Privately Owned Land

The land ownership pattern within Emnambithi/ Ladysmith Municipality demonstrates a dominance of private ownership especially within economically active areas and regions of the municipality. This is evident from urban areas such as Ladysmith town, Colenso retail hub as well as the commercial farms located along Matiwanoskop and Jonono areas within the northern parts of the municipality.

Although private ownership is common within the economically productive areas including both urban and rural areas, however the extent of its existence is also historic. Such that the majority of the farmland with high agricultural potential and strategically located urban areas within the town is in the hands of the whites on the other hand the farming areas with less potential for agriculture as well as economically inactive urban area such as Ezakheni and Steadville townships are in the hands of the black.

State Land

There are a number of land parcels that belong to government within the urban and rural areas. These include the large tracks of land that exists on the periphery of Colenso urban area which belong to the municipality. Ezakheni Township on the other hand is surrounded by large tracks of land which are administered by the Department of Rural Development and Land Reform while some are registered under as state land as well as the municipality. There are fewer properties within Ladysmith town which belong to the municipality and government.

There are some of the farms which are under land reform but the processes have not been finalized so these are currently registered under the name of the Department of Rural Development and Land Reform. There are few properties which also belong to the parastatals. These include the railway line stations, servitudes and properties that belong to Transnet. There are also a number of electricity servitudes and sub-stations that belong to Eskom while the properties that accommodate the telecommunication infrastructure are under Telkom.

Syndicate Ownership

There are large tracks of land that are not vested in an individual but a rather complex web of social group. These include the farms that belong to different trustees. Although a clear set of rules exists to regulate the rights of all members to the land, this is the most diverse form of ownership especially in terms of getting development to be initiated within the area. In some instances this requires tenure upgrading processes especially for the purpose of housing projects where the people who occupy the land are not the legitimate owners i.e. they pay rent to the syndicate (trust).

There are cases whereby some of the areas that fall within syndicate ownership are also occupied by the traditional council. These specifically exist within Driefontein complex as well as Matiwanoskop and Jononoskop. Ideally the tribal chiefs concerned are not suppose to allocate land for any purpose within such areas since such land does not legally belong to their traditional council's area of influence. However this issues needs to be properly addressed as it has a potential to raise hostilities amongst the parties involved.

Communal Property Associations (Cpa's)

The number of claims implies that the land would increasingly be registered in the name of communities. The land reform beneficiaries usually form a structure called Communal Property Association (CPA). The land that has been acquired through the land reform programme is commonly procured by the Department of Rural Development and Land Reform (DRDLR) and then transferred in the name of the CPA. Each CPA is supposed to have a constitution that guides and balances the rights and obligations by its members towards the use and entitlement to their land.

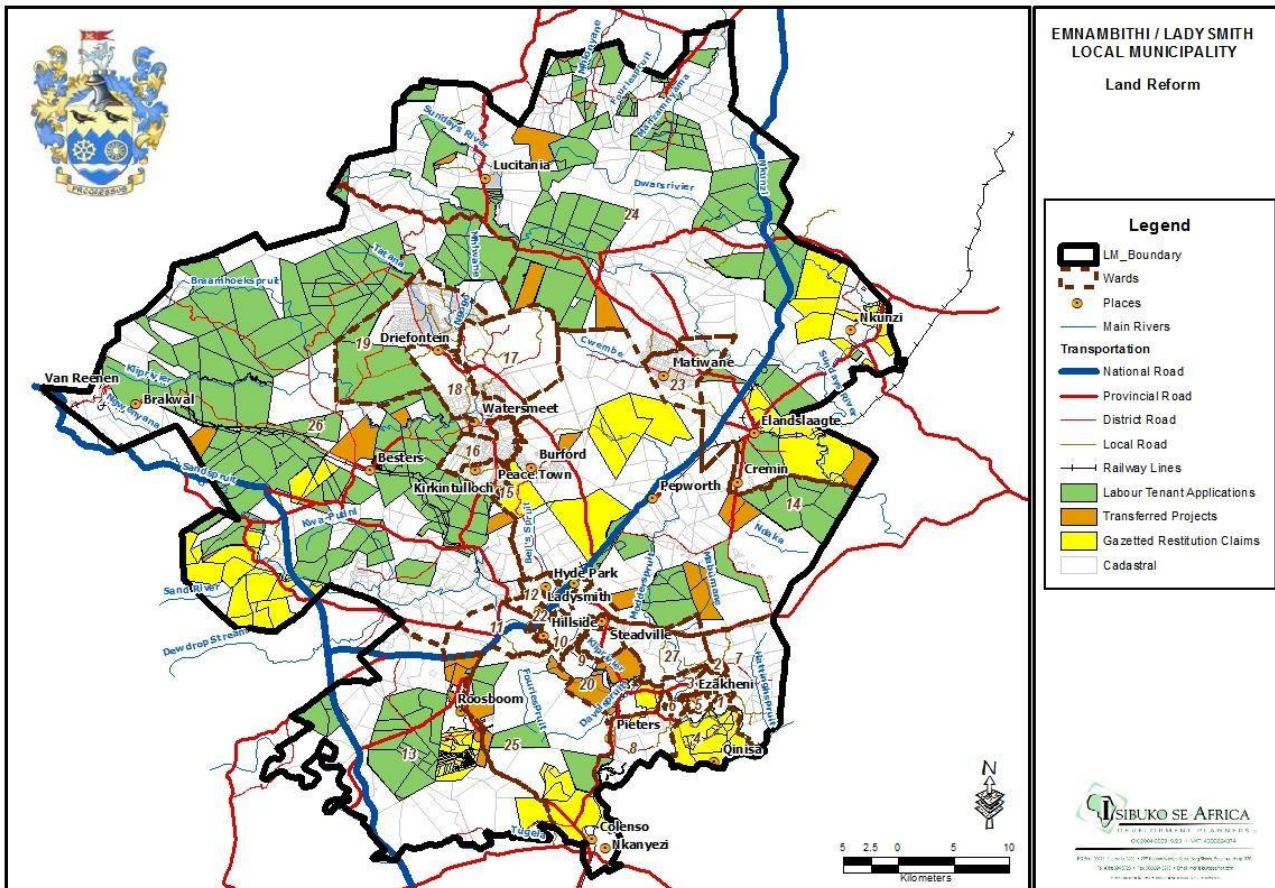
Land reform Programme

Land Tenure Upgrading

There is no land tenure upgrading projects that have been initiated within Emnambithi/ Ladysmith Municipality. However it is evident that the scope of this initiative would need to be explored within some parts of the municipal area. This would probably include the upgrading of land tenure rights into freehold ownership for the households that currently reside informally on state land within Colenso and outside of Ezakheni Township. There are a number of informal settlements that have occurred within some of the privately owned farms around Peacetown and Driefontein. There is a need to upgrade land tenure in these areas.

Land Restitution

A substantial amount of restitution claims were lodged with the Regional Land Claims Commission within Emnambithi/Ladysmith Municipality. With reference to the map below, there are 470 restitution claims that were lodged. 66 of these claims have been transferred and 152 have been settled. The total size of land that is under restitution claims amounts to 33 016ha and 6442ha of that land has already been transferred to black owners. Delays in the finalisation of rural land claims create uncertainty and deny the area investment. Despite the progress that has been made in terms of resolving



these land claims a lot of work still needs to be done. This relates to resourcing the new farm owned with capital and soft skills to manage the farms in a manner that ensures that these remain productive.

Land Redistribution

An extensive amount of labour tenant applications have been lodged within the municipal area. There are approximately 394 applications that have been lodged and only 22 of these have been transferred. Initially the most important aspect of land tenure and redistribution is security of tenure especially for farm workers but over the years it increasingly becomes important to ensure that the community uses the land beyond dwelling purposes.

The Department of Rural Development and Land Reform has therefore introduced a programme (called Recapitalization and Development Programme) which seeks to assist the community to increase agricultural production, guarantee food security, job creation and graduate small scale farmers to commercial farmers in the agricultural sector. The emerging black farmers are funded under close supervision of the department in order to ensure sustainability and avoid the increase of unproductive farms. Infrastructure Assessment

Land Capability

The dominant land use within ELM is commercial agriculture, which covers 189 125.57ha or 63.8% of the geographic area of the municipality. In terms of land uses, commercial agriculture consists of existing and potential commercial agriculture. Existing commercial agriculture is represented by commercial crops (14 079ha) and commercial forestry (1 754ha), which accounts for 5% of the municipal area. The potential commercial agriculture category refers to grassland, covering 173 325ha or 58.45% of the municipal area. Clearly, this is the land use presenting significant potential for development.

Approximately 26% of the municipal area's land use is taken up by environmental areas. These consist of sensitive environmental areas (indigenous bush - 35 122.65ha) and high biodiversity areas (41 711.78ha).

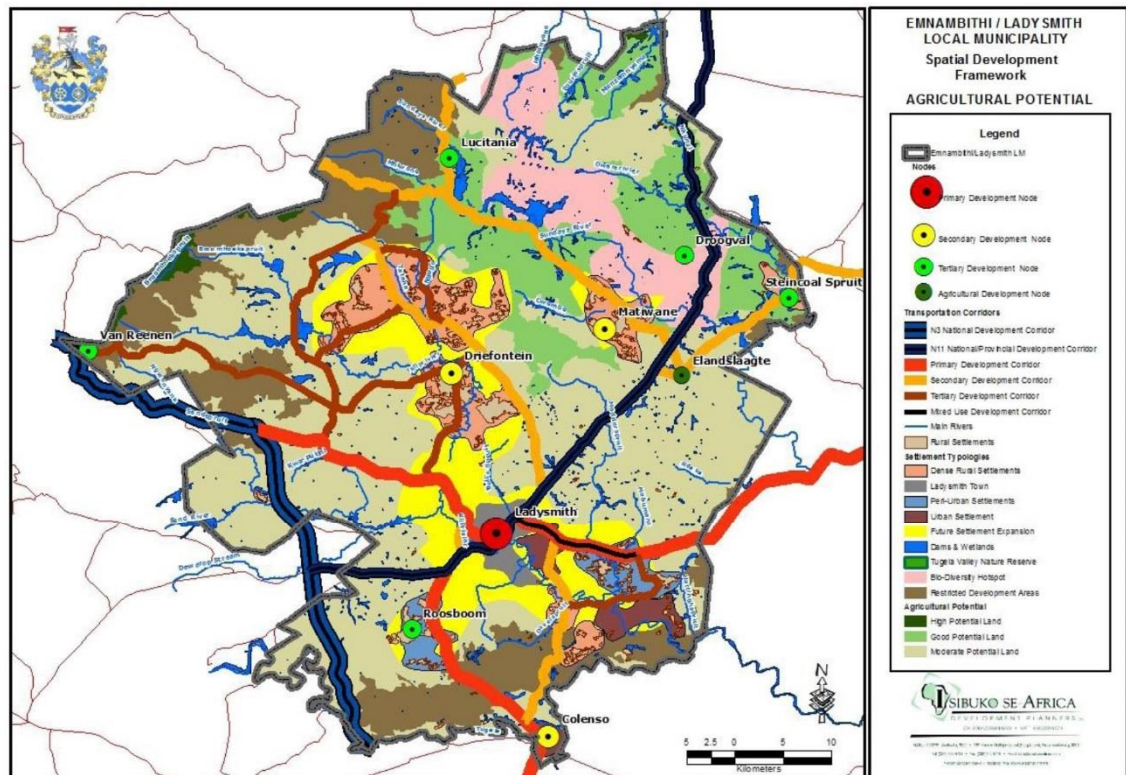
The majority of ELM is categorised as having moderate potential, with an area in the north being categorised as good agricultural potential. The ELLM has a relatively small agricultural economy, although the livestock sector is relatively well-developed. Agricultural land (including Traditional Authority areas) covers approximately 270,000 km² of the ELLM, which represents about 30% of KwaZuluNatal's and 0.3% of South Africa's agricultural land (IDP 2011/2012).

Cattle farming is the dominant agricultural activity within the ELM, although sheep and dairy are also farmed. This is due to significant natural resource limitations (including unsuitable soils, climate and erratic rainfall in some areas), which limit the production of field crops and horticultural (for example fruit) production. Field crops grown within the municipality include maize, potatoes, dry beans, cabbage, onions, tomatoes, spinach, green pepper, carrot and beetroot, and horticultural crops include pecan nuts. There are also small plantations within the municipality. Game ranching and related tourism is growing within the ELM, and there are also possibilities for the harvesting of indigenous products.

The ELM previously had a significant poultry industry (especially near Ezakheni). The poultry industry has been largely abandoned, although now there is a re-emergence of small-scale poultry farmers through the assistance of the LED programs of the municipality. Farmers within the ELM include established commercial farmers, growing numbers of emerging farmers and subsistence farmers. This takes place mostly on privately owned land, which is owned, rented or used.

The grazing capacity of the municipality, along with dryland agriculture, is essentially fully utilised / developed. Further agricultural development is therefore likely to rely heavily on the availability of water for irrigation. Water for irrigation is abstracted from the Klip River, Sundays River, and from a short section of the

Thukela River, as well as smaller rivers and dams on privately owned farms. There is also one large private irrigation board dam in the upper Sundays River Valley.



0.9%	2.3%	2.5%	0.8%	0.1%
land: industrial / transport	Mines & quarries			
0.1%	0.1%			

Source: Global insight

Environmental Analysis

5.1. The Vision

The ELM vision of the environment is in the interest of sustainable utilisation of resources, which equates to sustainable development, and prevention of degradation of the environmental aspects identified, the vision includes preventing or halting:

- Developing on steep slopes and ridges;
- Developing or impacting upon critical biodiversity areas;
- Locating or expanding human settlements to areas of high quality or viable agricultural land;
- Activities that will result in drastic reductions in air quality;
- Any activity that is unsustainable in utilise groundwater sources.
- Pollution of surface water, including acidification as a result of activity pollutants;
- Urban sprawl- limit the footprint of existing human settlements as far as practically possible;
- and
- Illegal or unsustainable use of biodiversity.

5.2. The Objectives

- The objectives of Environmental Management & Planning for the Municipality are to:
- Assure a healthy and productive life for present and future generations;
 - Minimise and manage the impact of development;
 - Efficiently utilise renewable resources so as to protect natural systems;
 - Protect and sustainably utilise physical attributes of the district in a manner that assures ecological integrity and biodiversity ;
 - Preserve cultural and historical features;
 - Explore and expand opportunities for tourism, ecotourism and sustainable land use;
 - Encourage emerging technologies requiring open space for implementation;
 - Make available adequate infrastructure to all inhabitants with due regards to environmental sustainability;
 - Encourage a high degree of environmental awareness amongst all development planning and implementation entities in both public and private sector;

Ensure that emissions and discharges of pollutants into air, water and soil are kept within the acceptable levels of standards.

5.3. Goals

The goals of Environmental Management & Planning are to protect and promote:

- Natural vegetation and ecosystems, including the protection of existing vegetation as an erosion control mechanism;
- Viable agricultural areas;
- Existing game reserves and parks, some of which are facing development pressure;
- Expansion of Protected Area networks, including the Tugela Conservancy;
- Prohibit development or impacts on critically important biodiversity sites;
- Preserve the aesthetic appeal of the ELM landscape, especially in terms of undisrupted horizons;
- Natural veld through the management of overgrazing;
- Sustainable utilization of biodiversity
- Efficient sparing utilisation of Surface water and Groundwater resources.

5.4. Legislation guiding the Environment Planning and Management

5.4.1. National Environmental Management Act

The National Environmental Management Act (No. 27 of 1998) was drawn up to provide for co-operative, environmental governance by establishing principles for decision-making on matters affecting the environment, institutions that will promote co-operative governance and procedures for co-coordinating environmental functions exercised by organs of state; and to provide for matters connected therewith.

Section 28 of the Act that falls within Chapter 7 – Compliance, Enforcement and Protection can be related to future developments. Part 1 of the Chapter focuses on environmental hazards and Section 28 relates to the duty care and redemption of environmental damage. Section 28 provides that every person who causes, has caused, or may cause, significant pollution or degradation of the environment, must take reasonable measures to prevent such pollution or degradation from occurring, continuing or reoccurring or, insofar as such harm to the environment is authorised by law or cannot reasonably be avoided or stopped, to minimize and rectify such pollution or degradation of the environment.

5.4.2. Environmental Conservation Act

The Environmental Conservation Act (No. 73 of 1989) is intended to provide for the effective protection and controlled utilisation of the environment. Section five of the Act refers to the control of activities that may have a detrimental effect on the environment.

5.5. ELM State of the Environment- Physical Environment

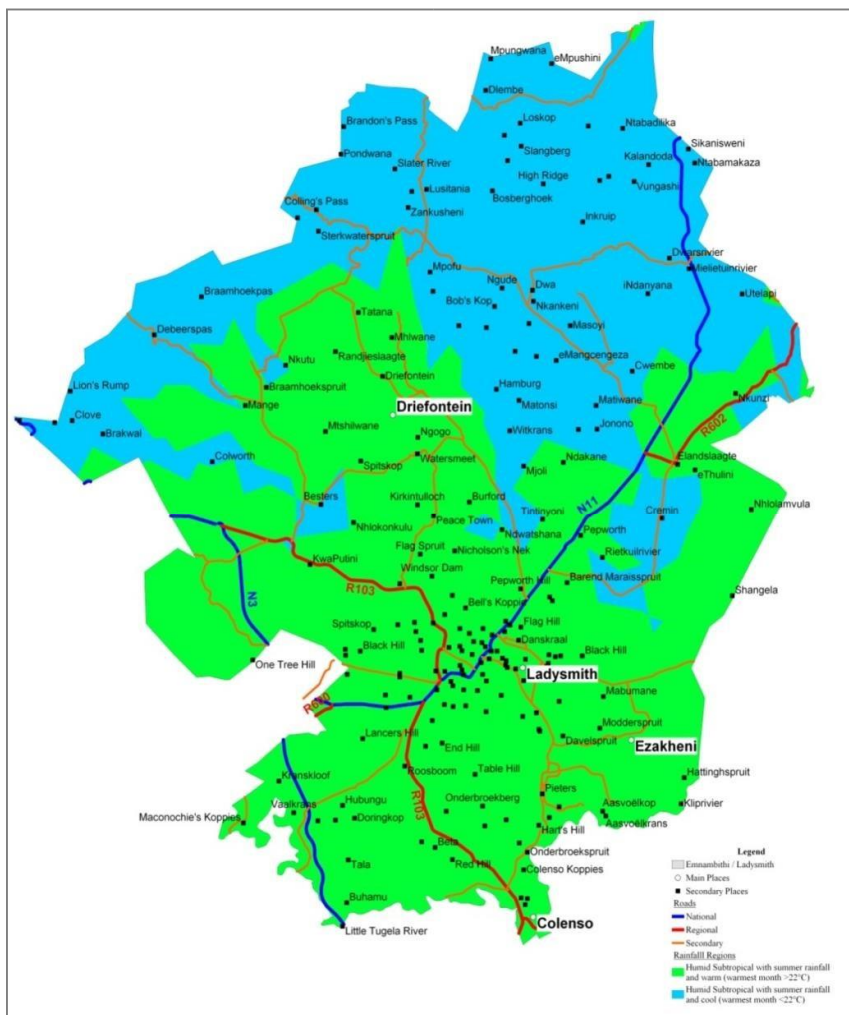
5.5.1. Climate

Ladysmith is characterised by a temperate climate with warm to hot summers and mild to cold winters. The days are usually bright and sunny and the nights clear and cool. Winter

sunshine averages almost 7 hours a day, some of the highest in the country. Ladysmith is situated at an altitude of approximately 1 015m above sea level. The town experiences an average maximum temperature of 25°C and an average minimum temperature of 10°C. The mean annual temperature is 16.5°C. The highest temperatures are experienced during the month of January where temperatures reach 30°C. July is the coldest month of the year with temperatures of 3°C on average during the night. During winter temperatures sometimes drop below freezing point. Frost does occur in the region with an average of 15 frost days per year.

The map below indicates the climate region within ELM.

The above map indicates that there are two rainfall regions within the ELM. The Humid Subtropical rainfall region is characterised by summer rainfall and cool temperatures. During the warmest month temperatures reach up to 22°C. This rainfall region is dominant in the north area of the ELM.



The Humid Subtropical rainfall region is characterised by summer rainfall and warm temperatures. During the warmest month temperatures reach over 22 °C. This rainfall region features in and around Driefontein, north of Ladysmith as well as south of Ladysmith, including Ezakheni and Colenso.

The following table indicates temperature and precipitation in Ladysmith.

Temperature and Precipitation	Jan	Feb	March	April	May	June	July	Aug	Sep	Oct	Nov	Dec
Average high in °C	29	29	28	26	23	21	21	24	27	27	29	29
Average low in °C	17	17	15	12	7	3	3	7	11	13	14	16
Average Precipitation - mm	147	101	87	48	16	10	6	27	35	74	93	102

5.5.2. Air Quality

Air Quality Management is a shared function between the District Municipality and the Local Municipalities. According to the State of the UThukela District Report (2007) the major air pollutants within the ELM are the Dunlop and Lasher Tools companies.

Below is the emission inventory database for the ELM.

Emission inventory database for the ELM.

- AJ Charnaud - Protective clothing and coated fabric
- Aders Fashions - Manufacturers of hosiery (stockists)

- BJK Clothing - Ladysmith Clothing

Blue Disa Trading - Clothing

- Bon Voyage - Stainless steel, aluminum & enamel products
- Chin Ho Industrial - Manufacturers of woven polypropylene materials
- Chisa Welding - Welding rods

Consumables

- Canvas & Tent - Tent manufacturer
- Samson Ropes - Manufactures of fibrous ropes & twines
- Sterling Footwear - Manufacturers of footwear
- Taxi Star Intercity Caltex Garage – Ezakheni Service Station
- U.F.I. Bag - Manufacturers of woven polypropylene bags
- A&D Manufacturing Group - Engineering
- A B I - Beverages
- Action Engineering & Steel Manufacturing - Engineering
- Boardman Bros - Sundry chemical products
- Cupboard Master - Office furniture/BIC's
- Door & Window Specialist - Doors & windows
- Dunlop - Tyres
- Durban Overall (Pty) Ltd. - Clothing & shoes
- Emnambithi Bakery - Bakery
- Frame Textiles - Textiles
- Furniture & Door Manufacturers - Wooden products
- K R P Clothing Manufacturers - Clothing
- Lasher Tools - Tools
- Leisure Knit - Clothing & shoes
- Lu-Jean Clothing - Clothing
- Magnum Timber Products - Furniture
- Mao Hsiang Furniture - Furniture
- My Jeans Clothing CC - Clothing/Jeans
- Nambiti Sofas - Lounge suites
- Northern Natal Plastics - Plastic Manufacture & printing
- Pine Design - Furniture
- Quatro Clothing - Clothing
- Sasko Mills - Milling & baking
- Smiles Foods - Chips & snacks
- Spargo Structural Steels - Steel
- Steeldale Reinforcing & Trading Company - Re-inforcing & steel
- Transvaal Gate & Wire - Fencing products
- Zorbatex (Pty) Ltd - Towering & allied products
- Chuan Yi Paper Industrial - Corrugated cardboard
- Class A/Trifecta Trading t/a Fu Sheng Textiles - Clothing
- Contractools - Injection molding
- CYP Packaging - Packaging
- Defy Appliances - Manufacturers of electrical appliances
- Derlon Spinning - Manufacturers of yarn
- Drankensburg Logistics Warehouse - Logistics services

Duro Pressings - Manufacturers of: steel window frames, door frames and stockist of roll-up garage.

- Ezakheni Service Station Caltex - Café and Service Station
- Electronic Assemblies - Manufacturers of: 100 v mini subs. 7 fibre glass metering pillars
- Elephant Clothing - Clothing
- Eza Manufacturers t/a – Clothing

Paramount Fashions

- Footech - Manufacturers and importers of footwear
- Goldenstar Magnetic - Manufacturers of audio cassettes head cleaner tapes
- Goodpac Packaging - Manufacturers of corrugated cardboard boxes
- Impala Stationery - Manufacturers of stationery
- Ithala Development Finance Co-operation- Estate Management 2
- Indusplas Laminating - Manufacturers of polypropylene bags
- Industrial Park Security Systems (IPSS) - Security providers, CCTV electric gates, security officers & fast armed response
- Indiza Infrastructure - Warehousing and distribution
- Isolite Holdings - Polystyrene molding
- KZN Security Services (Wing A) - Security providers
- Feltex Automotive Leathers (Formally Kolosus) - Manufacturers of Automotive, furniture, aviation & upholstery leathers.
- Ladysmith Taxi Association - Ladysmith Providers of public transport
- Ladysmith Plastic Weavers - Plastic weavers
- Lih Dah Shoes - Manufacturer of footwear
- Lucky Footwear - Manufacture of footwear
- Lindiwe Industrial Laundry & Dry Cleaning Services - Industrial laundry services
- Mamsy Global Maintenance - Manufacturers of dry walling
- Mobile Telephonic Network (MTN) - Tower/Mast
- Northlake Investments - Warehouse
- Waste (Porterfield Trust) - Removal of Waste
- Polyung Bag Manufacturers - Manufacturers of Polypropylene woven cloth & bags
- Plus Pack Packaging - Manufacturers of Polypropylene woven cloth & bags
- Lilanie Clothing - Manufacturers of clothing
- Pro Fortune - Manufacturers of clothing
- Rusmar Packaging - Packaging
- Rhino Clothing - Clothing
- S.A. Greetings - Suppliers of wrapping paper
- Lasher Tools - Manufacturers
- Zorbatex - Towelling-making company
- Transvaal Pressed Nuts & Bolts - Manufacturers of pressed nuts & bolts
- Spotless Laundry & Dry Cleaning Services - Laundry & dry cleaning services
- Midlands Steam Laundry (Pty) Ltd - Laundry & dry cleaning services
- Ladysmith Abattoir - Meat producers

• Natal Park

**Source: Department of Agriculture, Environmental Affairs & Rural Development,
Umzinyathi District**

5.5.3. Topography

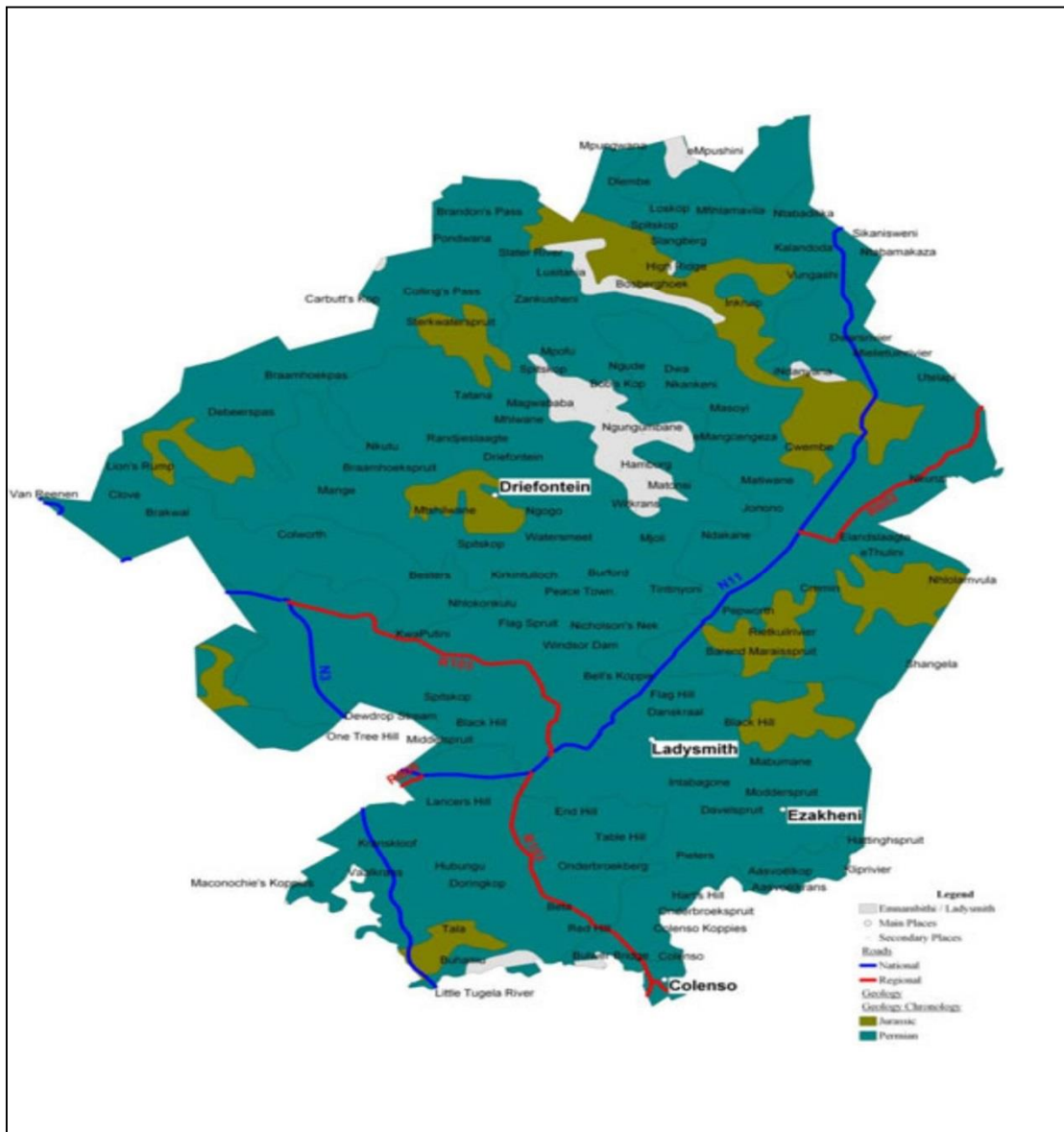
The topography of the region is diverse and is characterised by hilly, undulating landscapes, broad valleys, moderate and steep slopes, rolling hills and flat plains. The dominant landscape features are valley slopes and undulating hills. West of Ladysmith small dolerite koppies and steeper slopes of ridges occur.

Ladysmith is located on the foothills of the Drakensberg Mountains, approximately 26kms from the Van Reenen pass. The Drakensberg Mountain Range features approximately 60kms to the west and southwest. The Drakensberg Mountain Range forms the escarpment.

5.5.4. Geology

The terrain within the ELM region is characterised as predominantly rolling terrain and secondary broken terrain. The slope within the ELM region is predominantly moderate however there are also some steep slope areas. The Grassland Biome is characterised by a topography that is mainly flat and rolling, but includes the escarpment itself. The geology in the Ladysmith area is characterised by shales, mudstones and fine grained sandstones of the Ecca and Beaufort Groups and of the Karoo Supergroup. According to the Mucina L. and Rutherford M.C. (2006) the geology of the area is characterised by various Karoo Supergroup rocks such as Dwyka, Ecca and Beaufort Groups and limited Jurassic dolerite intrusions.

The map below indicates the geological chronology within ELM.



The above geological map indicates the chronological geology of the area. The two geological periods featuring in the map include the Jurassic geological period and the Permian geological period.

5.5.5. Hydrology

The major rivers traversing the municipal area include the Klip River and Sunday's Rivers and their tributaries. Both the aforementioned watercourses drain into the Tugela River.

The Tugela (also known as uThukela) is the largest river system in KwaZulu-Natal, and the river and its tributaries meander through the central part of this province and drain from the Drakensberg escarpment towards the Indian Ocean. The total area of the uThukela River catchment is approximately 30 000 km² in extent (DWAf, 2004). Due to the mountainous nature of the uThukela WMA and its proximity to the Indian

Ocean, the rainfall is high by South African standards, ranging from over 1 500 mm per annum in the mountains to about 650 mm per annum in the central parts of the catchment. As a result of the high rainfall, there is substantial runoff from the uThukela catchment, with the Mean Annual Runoff estimated at 3 799 million m³/a.

The Klip River drains the western and southern portion of the municipality. This river rises in the Drakensberg below Van Reenen and is joined by the Sandspruit River northwest and upstream of Ladysmith. The confluence of the Klip and Tugela Rivers is approximately 20 km southeast of Ladysmith.

The Qedusizi Dam on the Klip River, a few kilometres upstream of the Ladysmith town attenuates flow in the Klip River as it passes through Ladysmith, and prevents flood damage. The ELLM developed a flood defence system known as the Ladysmith Flood Control Scheme which involves the maintenance of levees and the channel of the Klip River. The Sunday's River, which drains the north-eastern part of the municipal area, flows in a south-easterly direction from the eastern escarpment to its confluence with the uThukela River near the Bushmans River confluence.

There are a few large dams and numerous smaller ones in the uThukela River System, they are mainly located in the upper reaches of the uThukela River itself and in some of its tributaries. For the most part, the uThukela River remains comparatively unregulated. Water resource developments within the catchment are generally small and relate primarily to the needs of individual towns.

The largest components of existing water development infrastructure are those associated with four inter-basin transfer schemes:

- The Tugela-Vaal Project through which water is transferred via the Drakensberg Pumped Storage Scheme to Sterkfontein Dam in the Vaal River Catchment;
- The Zaaihoek Scheme through which water is transferred to Majuba Power Station and the Grootdraai Dam in the Vaal River Catchment;
- The Mooi-Mgeni Scheme through which water will be transferred to Midmar Dam in the Mgeni River; and
- The uThukela-Mhlathuze Scheme through which water is transferred to Goedetrouw Dam near Richards Bay.

The Tugela Vaal Scheme transfers water from KwaZulu Natal to Gauteng. The Tugela catchment basin plays a critical role in the operation of the Tugela Vaal Scheme. The Tugela Vaal Scheme with a transferring capacity of approximately 30% represents an important resource available in the Upper Vaal Water Management Area. Therefore the region is one of the main water supplier at a provincial and national level and plays a critical role in current and future water supply.

Land uses in the catchment are mainly rural subsistence farming and commercial forestry. According to DWAF (2004), the estimated irrigated area is some 276 km² in the WMA. Another important land-use that has an impact on the water resources of the uThukela River catchment is commercial timber. Small to medium-sized industries are also situated in the peripheral industrial zones in and around Ladysmith.

Since its establishment and due to its location on the banks of the Klip River, Ladysmith has experienced severe flooding. During the 110 year period between 1887 and 1997, 29 major floods have occurred. The flood of 1996 was a major flood and several hundred families had to be evacuated. Minor flooding occurs almost every year.

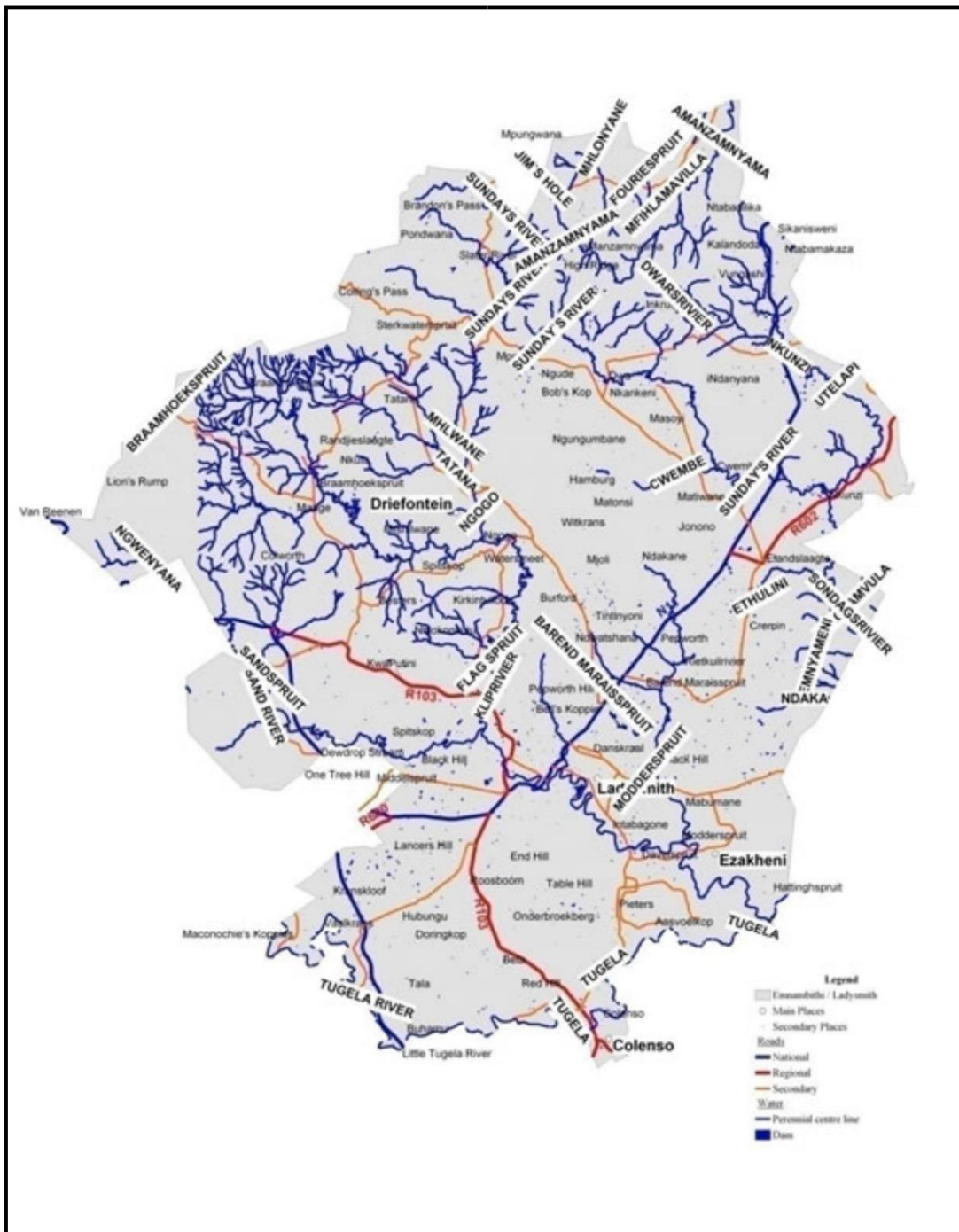
The Windsor Dam, which was constructed in the Klip River in 1950, is above the confluence of the Klip River and Sandspruit River. The Windsor Dam located north of Ladysmith was built to control flooding of Ladysmith by the Klip River, but silt build up reduced its efficiency. The dam was commissioned in 1950 and has a capacity of 27,300 megaliters and a surface area of 826 km². Historically, the Windsor Dam was the main water supply source of Ladysmith but is now largely silted up and consequently has decreased in importance.

Qedusizi flood attenuation dam is located approximately 5 kms downstream of the Windsor Dam downstream of the confluence of the Klip River and Sandspruit River. Quedusizi Dam near Ladysmith was completed in 1998 has a capacity of 133,295 megaliters and a surface area of 19 594km². Slangdraai Dam on the Sundays River near Ladysmith was completed in 1986 has a capacity of 10, 300 megaliters and a surface area of 2 400km².

According to the State of the uThukela District Report (2007) Steadville, Ezakheni and Colenso are characterised by inadequate storm water drainage systems. Furthermore the terrain in these areas is prone to soil erosion and flood damage of houses and infrastructure due to frequent high intensity storms occurring in the area. The residents in these areas do not support open storm water drainage systems but prefer piped storm water drainage.

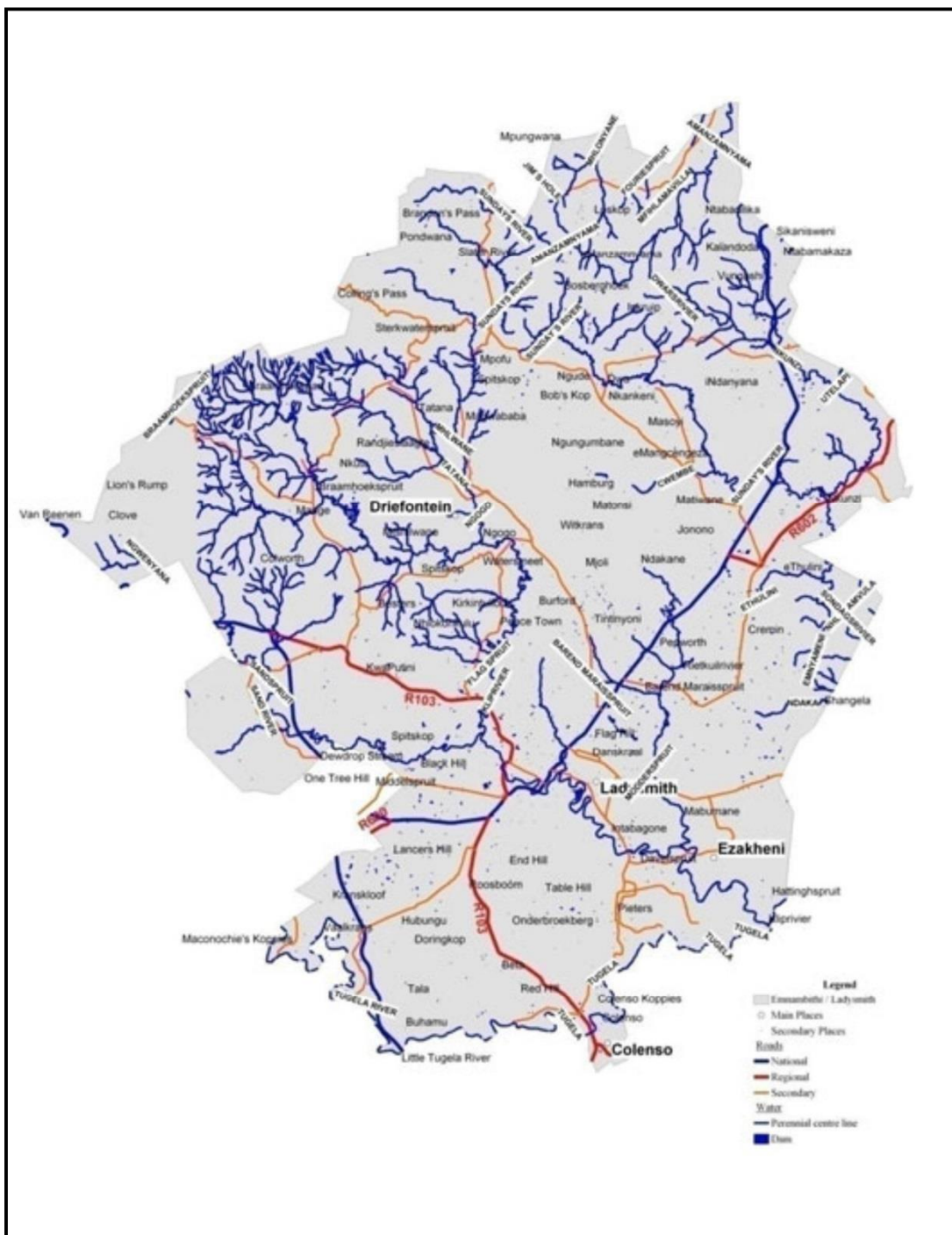
According to the Emnambithi / Ladysmith Agricultural Development Plan, the irrigation water within the region is currently sourced from the Sundays River, the Klip River and partly from a short section of the UThukela River. Additional smaller water resources are found on privately owned farms within the region. A large private irrigation board dam features in the upper regions of the Sundays River Valley.

Perennial Rivers map of ELM.



It is evidence from the above map that the Klip River and Sunday's River are the two major perennial rivers that intersect the municipal area. The Tugela River is the major perennial river within the region which proceeds on wards to drain into the Indian Ocean.

Non Perennial Rivers map of ELM.



5.6. ELM Biodiversity

5.6.1. Flora

The dominant vegetation types in the area include: the Northern KwaZulu Natal Shrubland; the uThukela Thornveld, the KwaZulu Natal Highland Thornveld and Tugela Valley Bushveld. Smaller pockets of other vegetation types include: the Northern KwaZulu Natal Shrubland, the Northern

Afrotemperate Forest, Income Sandy Grassland, Eastern Temperate Freshwater Wetlands, Eastern Free State Clay Grassland and Basotho Montane Shrubland (Mucina & Rutheford, 2006). Vegetation has been divided into biomes and their associated vegetation units.

According to Mucina & Rutheford (2006) a biome is defined as a “*broad ecological spatial unit...defined mainly by vegetation structure, climate as well as major largescale disturbance factors*”. The biomes comprise of vegetation units. These vegetation units are described as units of plant groups that have similar ecological requirements and conservation requirements.

5.6.2. Fauna

The fauna that inhabits the ELM area comprises of various mammals; arachnids, various reptile species, insect species, amphibians and various bird species.

The Nambithi Game Reserve which covers approximately 20 000 acres of land is located approximately 25kms east of Ladysmith. This private game reserve is the only reserve in the region with the big five, namely buffalo, elephant, leopard, lion and rhino and has over thirty other species of game including giraffe, hippo, hyena, impala, springbok, and zebra.

The vegetation types include grasslands, savannah, thornveld and *Acacia* trees. The Sundays River and its waterfalls provide the habitat for various birds' species.

The Nambithi Conservancy is located at Elandslaagte within the ELM region. According to Kanz *et al* (2009) important bird species were identified and their roosting and nesting sites were identified as a critical biodiversity area (CBA). Crane critical biodiversity areas were identified within the ELM north and southwest of the Ladysmith town. Oribi critical biodiversity areas identified within the ELM are located north and northeast of the Ladysmith town. It is important that the vegetation cover in these areas is maintained and protected which will continue to provide habitat and food sources for these critical bird species. The table below indicates species that currently exists and that have the potential to exist.

Species that have the potential to occur within the ELM area

Family	Species	Conservation Status
Fish	<i>Barbus pallidus</i>	Least Concern

Amphibian	<i>Leptopelis xenodactylus</i>	Endangered
Amphibian	<i>Afrivalus spinifrons</i>	Vulnerable
Annelid	<i>Proandricus babanango</i>	No entries found
Annelid	<i>Proandricus bourquini</i>	No entries found
Arachnid	<i>Hadogenes trichiurus pallidus</i>	No entries found
Bird	<i>Bugeranus carunculatus</i>	Critically Endangered
Bird	<i>Hirundo atrocaerulea</i>	Critically Endangered
Bird	<i>Anthropoides Paradisea</i>	Vulnerable
Bird	<i>Balearica regulorum</i>	Vulnerable
Bird	<i>Bucorvus leadbeateri</i>	Vulnerable
Bird	<i>Gyps africanus</i>	Vulnerable
Bird	<i>Hemimacronyx chloris</i>	Vulnerable
Bird	<i>Neotis denhami</i>	Vulnerable
Bird	<i>Lioptilus nigricapillus</i>	Near Threatened
Bird	<i>Zoothera gurneyi</i>	Near Threatened
Gastropod	<i>Archachatina burnupi</i>	No entries found
Gastropod	<i>Archachatina simplex</i>	No entries found
Gastropod	<i>Natalina reenenensis</i>	No entries found
Insect	<i>Chrysoritis aureus</i>	Rare
Insect	<i>Iolais diametra natalica</i>	Rare
Insect	<i>Durbania amakosa flavida</i>	Indeterminate
Insect	<i>Bittacus bicornis</i>	No entries found
Insect	<i>Bittacus sobrinis</i>	No entries found
Insect	<i>Bittacus zulu</i>	No entries found
Insect	<i>Charaxes xiphares penningtoni</i>	No entries found
Insect	<i>Damalis femoralis</i>	No entries found
Insect	<i>Dasophrys androclea</i>	No entries found
Insect	<i>Dasophrys dorattina</i>	No entries found
Insect	<i>Dasophrys umbripennis</i>	No entries found

Insect	<i>Durbania natalensis</i> <i>amakosa</i>	No entries found
Family	Species	Conservation Status
Insect	<i>Neolophonotus argyphus</i>	No entries found
Insect	<i>Neolophonotus hirsutus</i>	No entries found
Insect	<i>Neolophonotus io</i>	No entries found
Insect	<i>Neolophonotus leucodiadema</i>	No entries found
Insect	<i>Stagira dracomontanoides</i>	No entries found
Mammal	<i>Chrysospalyx villosus</i>	Critically Endangered
Reptile	<i>Bradypodion thamnobates</i>	Near threatened
Reptile	<i>Bradypodion melanocephalum</i>	No entries found
Reptile	<i>Scelotes bourquini</i>	No entries found

5.7. Protected Areas

Currently there is only one formally protected area within the ELM, namely the Tugela Drift Nature Reserve. This nature reserve is located on the banks of the Tugela River, south of Colenso town. The accompanying map indicates that a very small section on the north-western municipal border has an endangered conservation status. From a conservation perspective the central and northern parts of the ELM are characterised as vulnerable.

These areas include the Driefontein town and the settlements in the central and northern parts of the ELM. Areas with least threatened conservation status are dominant in the central and the south parts of the ELM. These areas include the Ladysmith, Ezakheni and Colenso towns and the majority of the settlements areas surrounding them. Areas northwest and northeast of Ladysmith town indicate a least threatened conservation status.

The map below indicates that a very small section on the north-western municipal border has an endangered conservation status.

Map indicating areas of conservation in the ELM.



5.8. Strategic Environmental Plan

The Strategic Environmental Plan (SEP) provides a synthesis of the environmental opportunities and constraints to development in the form of a management framework for environmental decision making. The SEP gives the core components and activities (tasks or action plans) that the relevant stakeholders must undertake to ensure sustainable development within the municipality. The SEP is to be followed, at project level, by Environmental Impact Assessments and their associated Environmental Management Plans. The SEP does not replace these documents as the scale of the SEP differs in that it is larger than that used at a project level study. However, the project level study should take its lead from the framework and specifications detailed in the SEP.

Since the SEP considers a larger geographical area than EIAs and project level EMPs, it is in the unique position of being able to identify the cumulative impacts of development projects on the environment. Therefore, the SEP can warn of the increasing negative cumulative impact of such development projects, thus allowing for better management of the environment. In addition, the SEP prescribes mitigation measures for possible impacts through environmental guidelines and monitoring requirements.

5.9. The Aims and Objectives of the SEP

The primary purpose of this SEP is to provide guidelines that will facilitate sustainable development in the ELM. The SEP serves to integrate available information relevant to the study area with issues collected through a public participation process to formulate a Vision, Opportunities and Constraints, and Strategies to achieve the Desired State of the Environment. This is achieved through the provision of guidelines and procedures that are to be implemented in managing proposed developments within the study area. It should be noted that the strategic objectives and the action plans of the SEP must be integrated with development applications in order to ensure progress toward the desired state of the environment. Attaining this objective will require that decision makers obtain relevant information during the implementation of the Environmental Impact Assessment process.

5.10. Legislation Guiding (SEP)

5.10.1. National Environmental Management Amended Act (62 of 2008)

The NEMA is considered the overarching act in terms of environmental legislation. Every act that relates to environmental matters is directly or indirectly linked to the NEMA and provisions are made in acts that followed publication of NEMA 1998 to accommodate conditions specified in various acts. The NEMAA act was promulgated in 2008 and was aimed at substituting certain definitions, further regulating environmental authorisations and to effect certain textual alterations.

NEMA provides for cooperative governance and establishes principles for decision making on matters affecting the environment such as:

- People and their needs must be placed at the forefront of environment management;
- Development must be sustainable and therefore requires avoidances of pollution and degradation of the environment, disturbances of landscapes and sites of cultural heritage

- The integrated nature of the environment and that responsibility for environmental management exists throughout the life cycle of an activity (from cradle to grave);
- Public Participation;
- Transparent decision making; and
- Intergovernmental co-ordination and harmonisation of policies, legislation and actions.

5.10.2. Environmental Conservation Act (73 of 1989)

The objective of the Environmental Conservation Act (ECA) is to provide for the effective protection and controlled utilisation of the environment. This Act was historically the main act that governed environmental management in South Africa. Several sections of ECA have been repealed by various pieces of legislation. ECA should therefore always be read in conjunction with especially NEMA and other legislation applicable to the subject in question.

5.10.3. National Heritage Resources Act (25 of 1999)

The purpose of the NHRA is to protect and promote good management of South Africa's heritage resources, and to encourage and enable communities to nurture and conserve their legacy so it is available to future generations.

The Act makes heritage resources of cultural significance or other special value part of the national State, and therefore places them under the care of the South African Heritage Resources Agency (SAHRA).

Heritage resources may include buildings, historic settlements, landscapes and natural features, burial grounds and certain moveable objects, including objects of decorative art or scientific interest. Provincial and municipal authorities also play a role in managing provincial heritage resources and local-level functions.

5.10.4. Conservation of Agricultural Resources Act (43 of 1983)

CARA seeks to provide for the conservation of natural agricultural resources by maintaining the production potential of land, combating and preventing erosion and weakening or destruction of water resources, protecting vegetation and combating weeds and invader plant species.

CARA generally does not apply to any land situated in an urban area (which is land under the control of a local authority, excluding any commonage or other land used for agricultural purposes; or any land that is subdivided). However, the provisions relating to weeds and invader plants do apply in urban areas

5.11. Environmental Constraints and Opportunities

5.11.1. Climate

Constraints

High temporal climatic variability with distinct seasonal rainfall patterns results in relatively limited development potential in the production of conventional agricultural products.

Climate and altitude are limiting factors in determining suitable crop types for the region.

High evapotranspiration rates (evaporation exceeding rainfall), which limits the effectiveness of water storage reservoirs. Such reservoirs, where proved feasible, would require low surface area to storage volume ratio (i.e. should be narrow and deep) to limit evaporation from the water surfaces.

Atmospheric changes (and the enhancement of the greenhouse effect) caused by human activities emit a variety of gases (including carbon dioxide, methane and nitrous oxide) that are harmful not only to the environment, but also to development and survival in an area. Sulphur dioxide and nitric oxide together are deposited as acids, which are corrosive to buildings and harmful to ecosystems as certain plant and animal species are very sensitive to changes in soil and water acidity.

Acidification of surface water also makes it less suitable for drinking, irrigation, and industrial uses. Certain gases, such as the ozone-depleting chlorofluorocarbons (CFC's), find their way to the upper atmosphere, where they destroy ozone, the chemical which blocks harmful ultra-violet radiation.

Further results of atmospheric changes include climate change (hot and drier), seasonal rainfall pattern shifts and deterioration of ground- and surface water quality.

Opportunities

This humid subtropical rainfall region is characterised by high rainfall (700-750 mm per annum). The days are usually bright and sunny, with winter sunshine averages of up to almost 7 hours per day, some of the highest in the country. The high solar radiation and low degree of cloudiness makes the ELM a suitable region for solar energy generation.

The Climate is amenable to inbound international tourists making the ELM area ideal for tourism, including eco-tourism and adventure tourism when the good weather conditions are coupled with the regions landscape of rivers and valleys, the Drakensberg mountain scenery, wildlife and natural vegetation. Despite the relatively limited development potential in the production of conventional agricultural products, there is opportunity for ongoing exploration of niche markets, particularly in indigenous natural plant products.

5.11.2. Hydrology

Constraints

Ladysmith has experienced severe flooding in the past and continues to experience flooding on an almost yearly basis since its establishment on the banks of the Klip River. The Windsor dam was built to control flooding of Ladysmith, but subsequent silt build-up has reduced its capacity to do so.

Continued population growth, increased economic activity and changes in land use all lead to increased water demand. Further to this, the increased demand for water (both surface- and ground water) does not necessarily coincide with the spatial distribution of water. Because of the spatial variability of water resources and the scarcity of surface water through parts of the ELM region, in many catchments the need for water exceeds the supply.

Information on the abstraction of water from surface- and ground-waters, coupled with return flows, gives an indication of local water budgets. However, this information is not readily available. Drainage from the provincial main roads mainly comprises side drains that discharge to open veld or watercourses. Numerous open drains within the CBD and residential areas require closing and the pipe infrastructure requires upgrading.

According to the State of the uThukela District Report (2007), Steadville, Ezakheni and Colenso are characterised by inadequate storm water drainage systems. There are houses established in natural watercourses, which should either be relocated or have the foundations raised so that the natural ground levels can be re-adjusted to allow for runoff. Furthermore, the terrain in these areas is prone to soil erosion and flood damage of houses and infrastructure due to frequent high intensity storms occurring in the area. The residents in these areas do not support open storm water drainage systems but prefer piped storm water drainage.

Opportunities

The ELM developed a flood defence system known as the Ladysmith Flood Control Scheme, which involves the maintenance of levees and the channel of the Klip River. Implementation of this system is an opportunity to limit flooding events.

The ELM has a Water Management Area. The Tugela Vaal Scheme is one of the main water suppliers at a provincial and national level and plays a critical role in current and future water supply. Land uses in the catchment are mainly rural subsistence farming and commercial forestry, with potential for additional water allocations for use in activities such as irrigation for agriculture.

Water recycling schemes would find fertile scope for growth and development in the ELM region. The development of the necessary technology and the adoption of such schemes could generate a new economic sector in the ELM economy.

5.11.3. Groundwater

Constraints

There are almost no primary aquifers in the Tugela Water Management Area. As a result, groundwater potential (moderate to high yields) is almost exclusively associated with structural features such as faults, joints, fractures and dykes. People in the rural areas tend to fend for themselves, obtaining untreated water from boreholes or streams, usually located considerable distances from where they live. The ecological statuses of wetlands are not always intact, as they are susceptible to degradation through high agricultural and grazing pressure. High conservation value and biodiversity sensitivity should be attributed to all wetlands featuring in the ELM region.

Opportunities

There is very little large-scale use of groundwater although there is good potential for small-scale supply to rural communities within a distance of 500 metres to 3 kilometres. Generally groundwater capacity is under-utilised, which also provides opportunities for the expansion of the

irrigated agricultural sector. The implementation of a borehole-monitoring programme would enhance groundwater management, in terms of providing information on yield and pollution.

Wetlands offer an opportunity for groundwater recharge. However, if they are polluted, the pollution will migrate to nearby groundwater, which has vastly negative impacts on numerous environmental elements, as well as health of human and animal populations alike.

Wetlands, considered the most biological diverse of all ecosystems, play a significant role in biodiversity conservation. Therefore, their protection is vital. Not only do wetlands perform important functions, including flood attenuation, retaining sediments and acting as nutrient and pathogen filters, but they are also considered popular tourist attractions that can be promoted to boost the economy of the District.

5.11.4. Topography

Constraints

The diverse topography of the region, which is characterised by undulating hills, broad valleys, moderate and steep slopes, rolling hills and flat plains (including dolerite koppies and steeper slopes of ridges occurring west of Ladysmith) plays an important role in limiting potential developments, as high elevations and steep gradients limit development activities, especially infrastructure development. Given the region's topography, increased visual impacts may also accrue, since developments can be viewed from a distance.

Ridges and high lying areas are sensitive environments and development in these areas should be avoided. As a result of steep gradients, development in the area also interferes with soil stability. For example, construction may create the potential for severe erosion within the area, unless proper management plans are put in place during these activities. Steep gradients increase the potential for surface water based soil erosion, particularly where soils are bare during major rainfall months, which is characteristic of the ELM area.

Opportunities

The diverse topography of the region increases the aesthetic appeal of the district. The landscape can be used as a tool in promoting tourism related developments, including but not limited to the development of tourism routes and destinations. This opportunity is available in all the landscapes of the ELM. Plains are suitable for agriculture, dependent on soil properties and on the availability of irrigation schemes to replace the need for perennial rainfall.

5.11.5. Flora

Constraints

There is currently only one formally conserved area within the ELM, namely the Nambiti Conservancy. The lack of statutory protected areas in the remaining parts of the ELM prevents the conservation of biodiversity in these areas. Urban and rural settlements, in conjunction with current urban sprawl as a result of continued population growth in the ELM, have a large impact on the natural vegetation cover, particularly on species with limited and fragmented distribution ranges.

There are large areas within the ELM that require environmental protection, including the wetlands and grasslands that contain critical vegetation biodiversity areas, as they provide habitats for rare,

often endangered plant species – often found in grasslands, especially in the escarpment areas. Most of these species are well conserved within existing Protected Areas, however, four priority species were identified, namely *Barleria greenii*, *Barleria argillicola*, *Hemizigia bulosii* and *Calpurnia woodii*, which are considered very rare and are not within Protected Areas.

The ELM is especially important for the conservation of these priority species as they are almost exclusively found within this District.

From a conservation perspective, the central and northern parts of the ELM are characterised as vulnerable, which limits or eliminates the potential for development, settlement and/or agriculture within these regions. Clearing of alien invasive species in and around the conservation areas require a substantial amount of money.

Opportunities

It is important to integrate conservation priority areas into land-use planning and management practices and to promote sustainable practices within the industrial sectors to promote biodiversity conservation. The potential for tourism, both eco- and adventure tourism (hiking, trails and fishing) is high as the ELM has attractive landscape features and unique fauna and flora.

The Drakensberg Mountain Range, nearby, is a declared World Heritage Site, which should be protected and promoted, both locally and internationally. Opportunities exist to expand the existing protected and conservation areas to include more of the remaining priority conservation areas.

5.11.6. Fauna

Constraints

Large areas of critical biodiversity, including but not limited to Crane- and Oribicritical biodiversity areas, prevent much needed agricultural and development expansions within the ELM region. Expansion of protected or conservation areas to include other sensitive areas will require financial assistance. Protection of sensitive areas, such as rocky ridges, wetlands and forest is essential.

Opportunities

The Nambithi Conservancy contributes to ongoing biodiversity conservation, which assists in meeting the national commitments to international biodiversity agreements. The ELM District, and particularly the Drakensburg is considered a hotspot for amphibian and bird diversity, including many raptor species (two of which are endangered). Many such species require a large area for foraging, which emphasizes the importance of maintaining large areas of natural habitat for ensuring their viability. It is therefore important that the existing habitat in the area is protected in order to ensure the continuous existence of the species living in the area.

There is an opportunity to create *Aloe marlothii* nursery in the ELM (Ross, 2005), which can create job opportunities and prevent illegal harvesting of this medicinal species. Conservation of key vegetation areas (Crane critical biodiversity areas and Oribi critical biodiversity areas) will continue to provide habitat and food sources for the important bird species, including critically endangered species that were identified to occur within these critical biodiversity areas. Eco-

tourism activities, including birding, are an opportunity that can be greatly expanded and marketed by the ELM.

5.11.7. EMNAMBITHI/ LADYSMITH MUNICIPALITY: PROJECTS, PLANS, PROGRAMMES AND POLICIES PROMOTING A SUSTAINABLE ENVIRONMENT, ADOPTED WITHIN EMNAMBITHI/LADYSMITH MUNICIPALITY JURISDICTION.

PROJECT, PLAN, POLICY OR PROGRAMME	PURPOSE AND OBJECTIVE
<p>Emnambithi/Ladysmith Municipality By- Law on waste management.</p>	<p>Give effect to the right contained in section 24 of the Constitution by regulating waste management within the area of the municipality's jurisdiction.</p> <p>Provide, in conjunction with any other applicable law, an effective legal and administrative framework, within which the Municipality can manage and regulate waste management activities.</p> <p>Ensure that waste is avoided, or where it cannot be altogether</p>
	<p>avoided minimised, reused, recycled, recovered, and disposed of in an environmental sound manner.</p> <p>Promote and ensure an effective delivery of waste services.</p>

<p>Policy framework and implementation guidelines for Food for waste programme.</p>	<p>The Food for Waste Programme is a special Public Works Programme of the Department of Public Works.</p> <p>Aims at increasing the waste collection capacity of municipalities thereby reducing the amount of un-serviced areas</p> <p>Creating jobs localised opportunities for unemployed people from poor households</p> <p>Reducing poverty and hunger through providing food parcels to compensate for labour.</p> <p>Service caters for rural and part of semi-township areas.</p>
<p>Integrated waste management plan for Emnambithi/Ladysmith Municipality.</p>	<p>Aims at optimising waste management by maximizing efficiency and minimize associated health and environmental impacts and financial costs.</p> <p>Improve waste management within the municipality</p> <p>Institute a process of waste management aimed at pollution prevention and minimization at source.</p> <p>Manage the impact of pollution and waste on the receiving environment.</p>
<p>Policy on Siyazenzela Refuse Removal.</p>	<p>To provide free basic refuse services within the municipality's jurisdiction</p>

	<p>To create employment and alleviate poverty within ELM communities</p> <p>To provide waste management services to the</p>
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	<p>poorest and disadvantaged communities</p>
<p>Emnambithi Ladysmith Municipality: Greenest Municipality Document.</p>	<p>Offers a breakdown of all projects and programmes promoting sustainable environment.</p> <p>Promotes environmental sustainability and sustainable management of natural resources.</p>
<p>Business Plan for the Recycling Programme in Emnambithi/Ladysmith.</p>	<p>Assess the feasibility of a number of possible of recycling projects that can be implemented by the ELM.</p> <p>To save resources as well as reduce the environmental and economic impact of waste by reducing the amount of waste disposed at landfills.</p>
<p>Emnambithi/Ladysmith Municipal Open Space Systems (ELMOSS)</p>	<p>Guides development objectives and their impact on the open space of ELM.</p> <p>To indicate the Municipal's open space corridor.</p> <p>Indicates natural open space's which require conservation and protection.</p>
<p>Strategic Environmental Planning Tool</p>	<p>Serves to incorporate environmental considerations into spatial planning processes which are crucial from a prudent environmental management perspective.</p>

<p>Biodiversity Sector Plan for the uThukela District Municipality, KwaZulu- Natal Technical Report.</p>	<p>To serve an information layer for multi-sectorial planning and decision making processes especially the IDP.</p> <p>Ensure aquatic and terrestrial biodiversity targets are met at a District level.</p> <p>Conserve the ecological and evolutionary processes that allow biodiversity to persist over time.</p>
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SPATIAL AND ENVIRONMENTAL: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Two national trade and development corridors runs through the municipal area in both north-south and east-west axis. • Ladysmith town which serves as the main economic and service hub for the western part of KwaZulu-Natal Province and Uthukela District as a whole. • Good regional road network and linkages with the surrounding areas. • Well-established industrial areas with the necessary infrastructure and services. □ • Extensive agricultural lands with relatively good productive potential, particularly livestock production. • Battlefield and other heritage sites distributed throughout the ELM particularly in Colenso and Ladysmith. • Good rail infrastructure and linkages with major urban centres. • Spatial planning capacity (ELM, Uthukela District and development Planning Shared Services Centre). 	<ul style="list-style-type: none"> • Relatively high vacancy rate in the industrial areas. • Economic stagnation resulting from the decline in agriculture and manufacturing. • Poverty pockets in the form of Black Townships (Ezakheni, St Chads, etc) and dislocated settlements. • Urban decay and decline in towns such as Colenso and the eastern parts of Ladysmith CBD. • Poor and unattractive urban environment in Ladysmith (maintenance of buildings, quality of infrastructure, etc). • Increase in the number of urban informal/unplanned settlements. • Settlement taking place in areas that are prone to flooding (eg Ladysmith Town, Ezakheni, Steadville, Driefontein, etc). • Population structure indicating net decline in population that falls within the working age cohort. • Spatial fragmentation with the majority of areas occupied by the poor found in

	<p>areas beyond a 15km radius from the CBD).</p>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Strategic location in relation to two major tourist destinations in the form of the Battlefields Route and the Drakensburg. • N11 and N3 national/provincial corridors that runs through the municipality connecting Ladysmith to major urban centres. • Relative huge (district wide and beyond) catchment of the Ladysmith Town. • Recognition of Ladysmith Town as a third order node in the provincial economy. • District infrastructure upgrading and development programmes. • Relatively good regional road network and connectivity. 	<ul style="list-style-type: none"> • Impact of changes in weather patterns on agriculture, conservation, etc. • Poor catchment management upstream which may potentially affect the quality of the environment in the ELM. • Impact of global economic slow-down on investment and development in the ELM. • Development and investment in the neighbouring municipalities such as Newcastle. • Operational challenges facing the Development Planning Shared Service Centre.

DEMOGRAPHIC CHARECTERISTICS

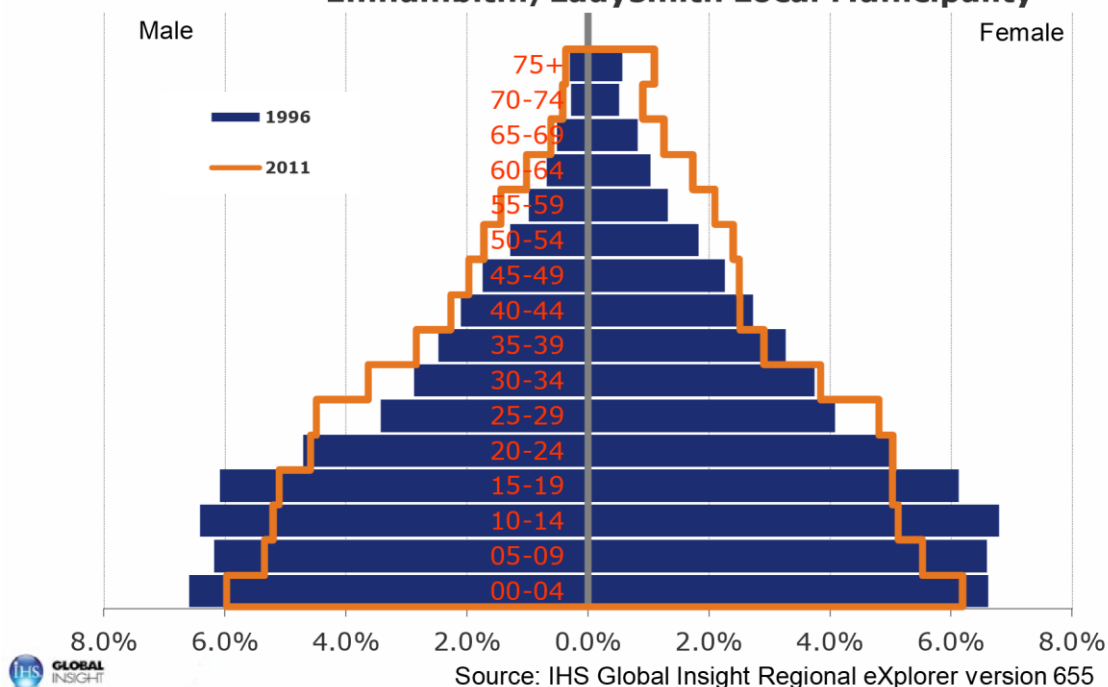
2.1. Population Statistics

A quick overview of the Emnambithi/Lady Local Municipality (ELM) socio-economic status indicates high levels of income inequality and resource disparities. These characteristics are also linked to discrepancies between race groups. The ELM socioeconomic framework also shows underdevelopment and a backlog in service delivery. The characteristic of under-development is a result of the areas spatial inefficiency and spatial distortion which has resulted in economic inequality.

In 2011, the ELM population was estimated to be 237 606 people with an average population growth rate of 0.5%. From 1996 to 2001 the population has been steadily growing with an average population growth rate of 1.7%.

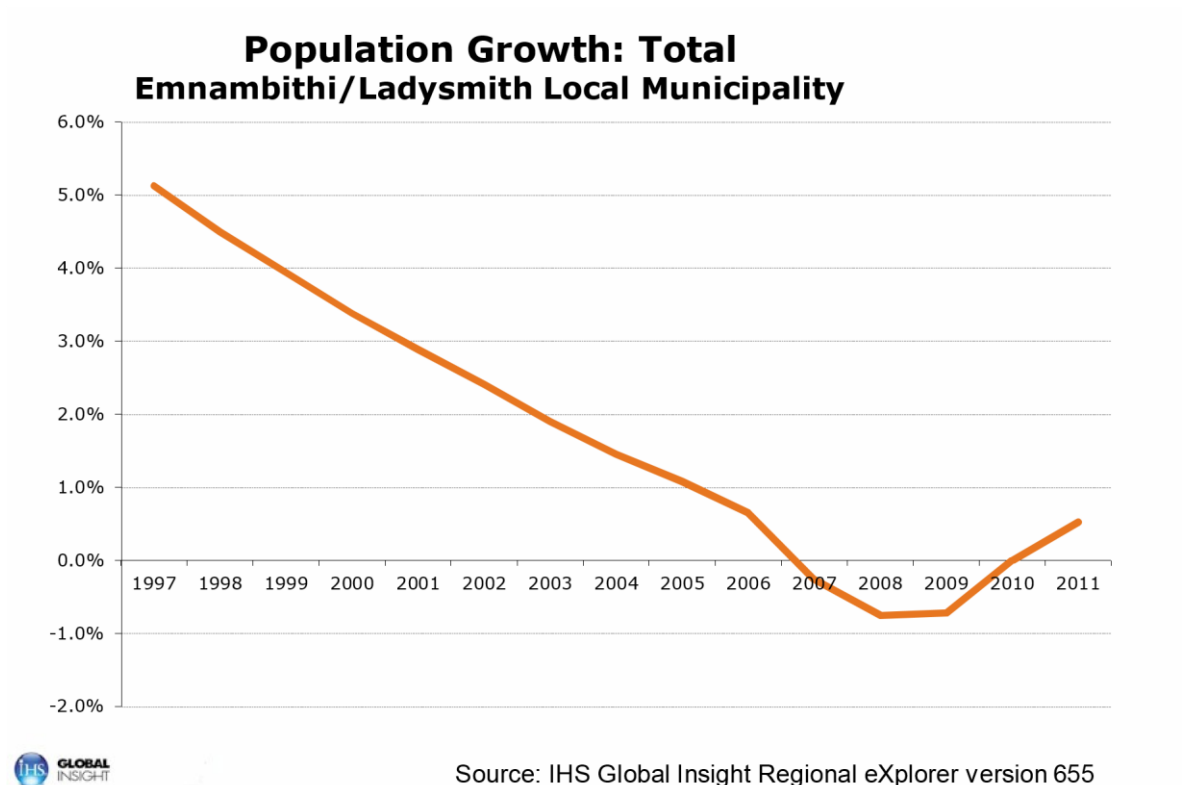
The table above shows the ELM population distribution and density, and household size. The total number of households in ELM is 55 503 households spread across 2 969 km².of ELM land. This means that the number of people per square meter in ELM is 80.03. Urbanization is a common phenomenon across all cities and towns in the world, for the ELM the urbanization rate is 45.6% amounting to 108 359 people living in urban areas.

Population structure, Total, 1996 vs. 2011
Emnambithi/Ladysmith Local Municipality



From the graph above it is clear that the population of Ladysmith is growing older compared to the 1996 statistics more so females. The number of people below 20 has decreased

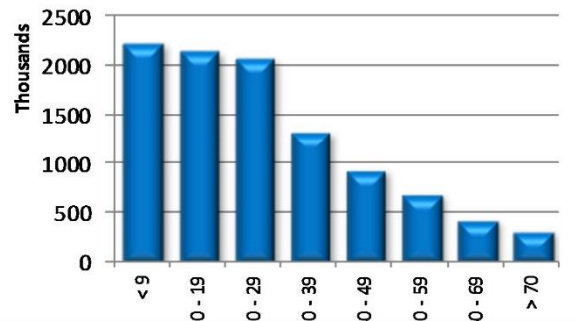
Population Growth Rates



From 1996 to 2006 the population has steadily dropped from a growth rate of 5% to no growth in 2006 which implies that at that time the birth rate was equivalent to the mortality and in 2007 to 2009 the mortality rate increased to above the birth rate causing the municipality to experience negative growth rates. The birth rate then picked up from 2010 which resulted in positive growth rates for the municipality from 2010 to 2011. The average growth rate from 1996 to 2011 has been 1.7%. Growth trends for the municipality are articulated in the above table.

AGE (YEARS)

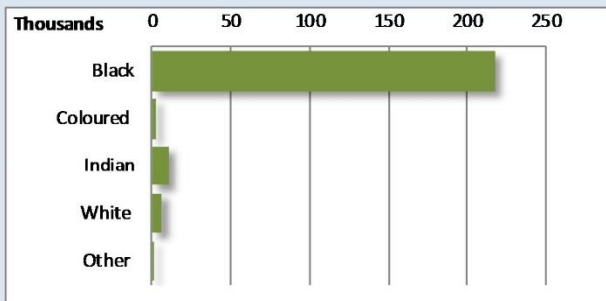
< 9	54251
10 - 19	49549
20 - 29	46159
30 - 39	31763
40 - 49	22093
50 - 59	17011
60 - 69	9696
> 70	6919



The municipality has a young population with the highest percentage of the people below the age of 9 followed by 10-19 age group. Approximately 63% of the population is below the age 30. The table above present exact number of people within each age group and provide a bar chart for a comparative analysis of the age groups.

POPULATION GROUP

Black	217856
Coloured	2331
Indian	10426
White	6368
Other	453



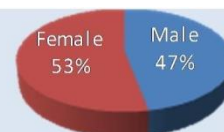
The population of Emnambithi/ Ladysmith Municipality is largely dominated by blacks which make up about 92% of the population. The graph above provides a clear picture of that.

Gender Split

In terms of the municipality's gender composition and its implication for service delivery, they are more females than males. 53% of the population are females, whilst the remaining 47% are males. This gender break down provides an overview of the high levels of female under-development in the municipality. This correlates with the norm in rural households in South Africa, which are headed by females. These females are most likely to be semi-illiterate or illiterate with children whose fathers have either migrate to other places in search of better economic opportunities or have neglected their families due other sociological reasons. The graph below indicates the gender breakdown.

GENDER

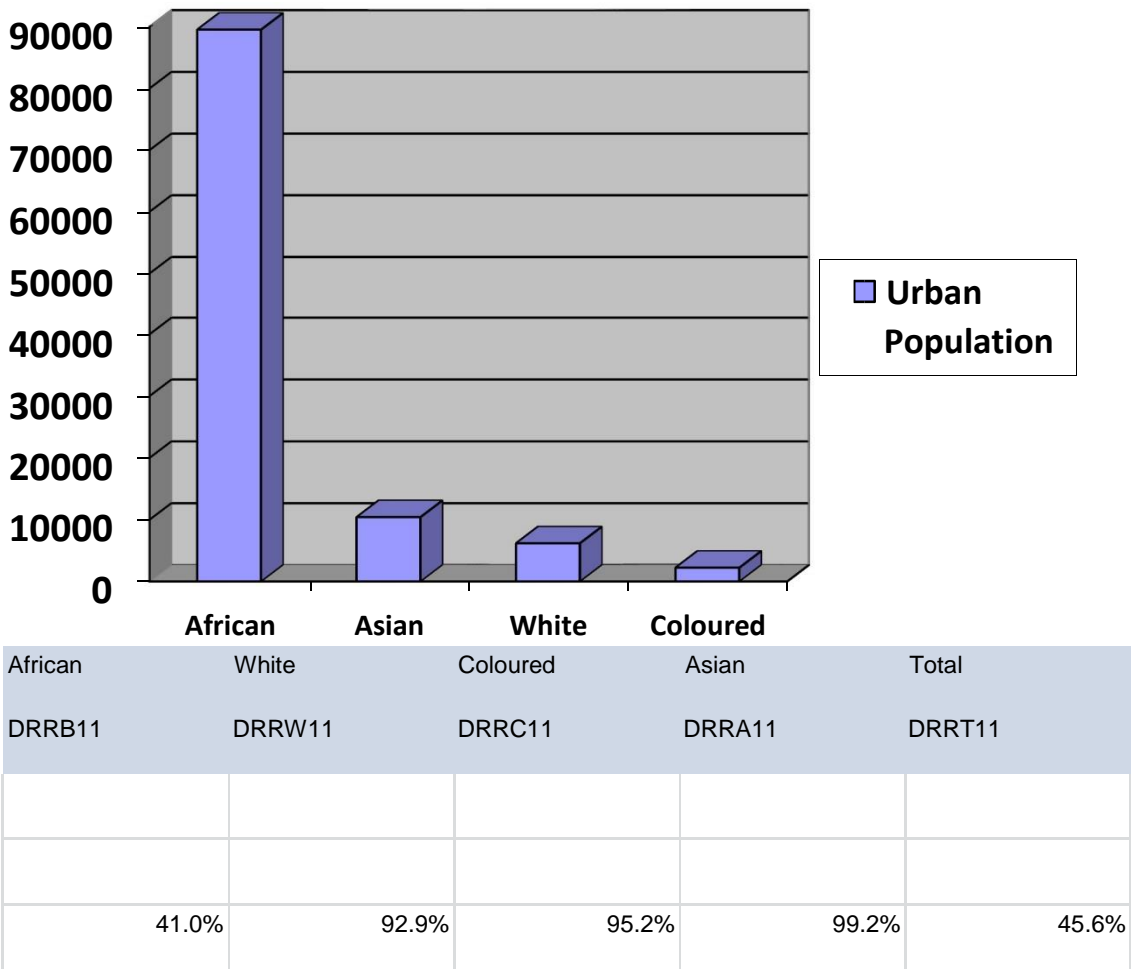
Male	111613
Female	125818



Analyses of age distribution and educational levels have proven to be very important tools for planning and administrative reasons. Through age distribution studies, ELM is guided on the number of facilities to allocate and the type of facilities to allocate. These types of studies pin point where to focus development in order to achieve optimum result and effectiveness. The ELM age distribution indicates that more than half of the municipal population is under the age of 24 years. This statistic is problematic for the municipality as this age category is associated with being economically inactive and requires support from the economically active sector of the population.

POPULATION DISTRIBUTION

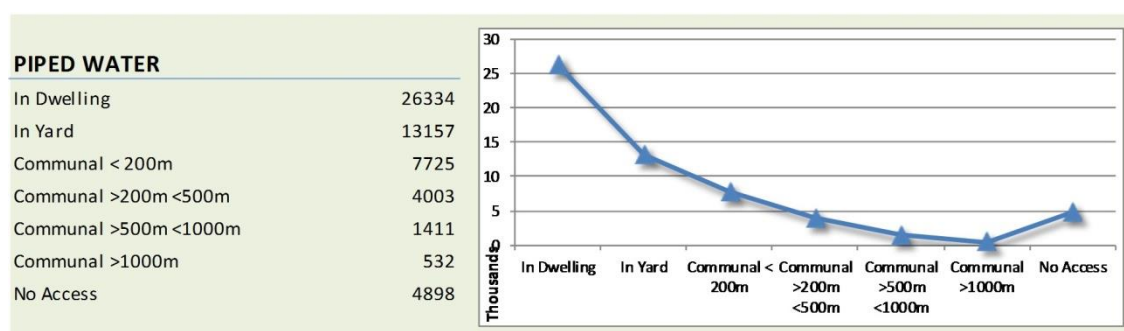
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SERVICE DELIVERY AND INFRASTRUCTURE ANALYSIS

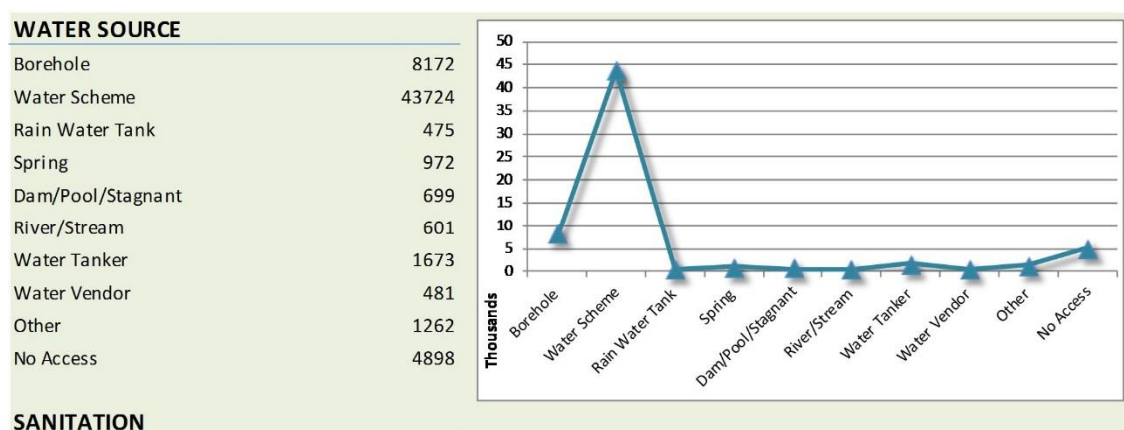
Water and Sanitation

Infrastructural programmes and capital projects are key strategies the municipal uses in improving the socio-economic developments of Emnambithi/Ladysmith Local Municipality's residents. In 2011, it was recorded that approximately 68% of residents within the municipality have access to clean and safe water. This 68% consist of people with pipes within their yards and those who utilize communal pipes. The remaining 32% were indicated to having no proper access to clean water. The tables below present the number of



Source: Statistics SA

The table below presents the different water sources that people have access to water through. The water scheme is a major water source for the municipality with approximately 75% of the households gaining water access from it followed by 8% accessing water through boreholes..

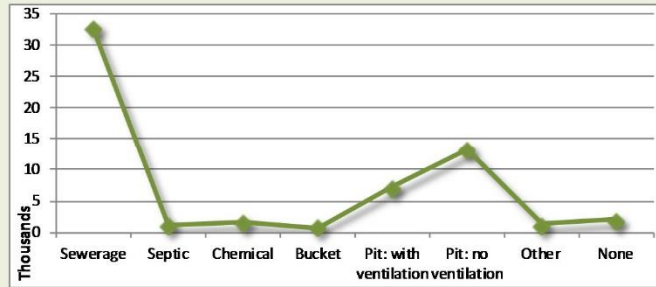


Source: Statistics SA

With regards to sanitation 72% of the households in the municipality are serviced of that 56% of the households are serviced by a water borne sewerage system and the rest are dependent on the Pit Latrine system which is either ventilated or not. A table below provides more details on the exact figures of the households access to sanitation or lack of.

SANITATION

Sewerage	32562
Septic	856
Chemical	1300
Bucket	616
Pit: with ventilation	6974
Pit: no ventilation	13041
Other	1000
None	1701



REFUSE REMOVAL

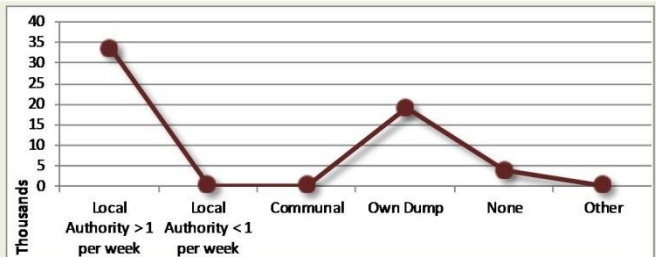
Source: Statistics SA

Solid Waste Management

In 2011, it was recorded that 58% of the households have access to refuse removal in the regard the municipality collects waste twice a week or once a week. 32% of the households rely on their own dump for disposal of solid waste. The table below details the figures of the number of households by refuse disposal methodology.

REFUSE REMOVAL

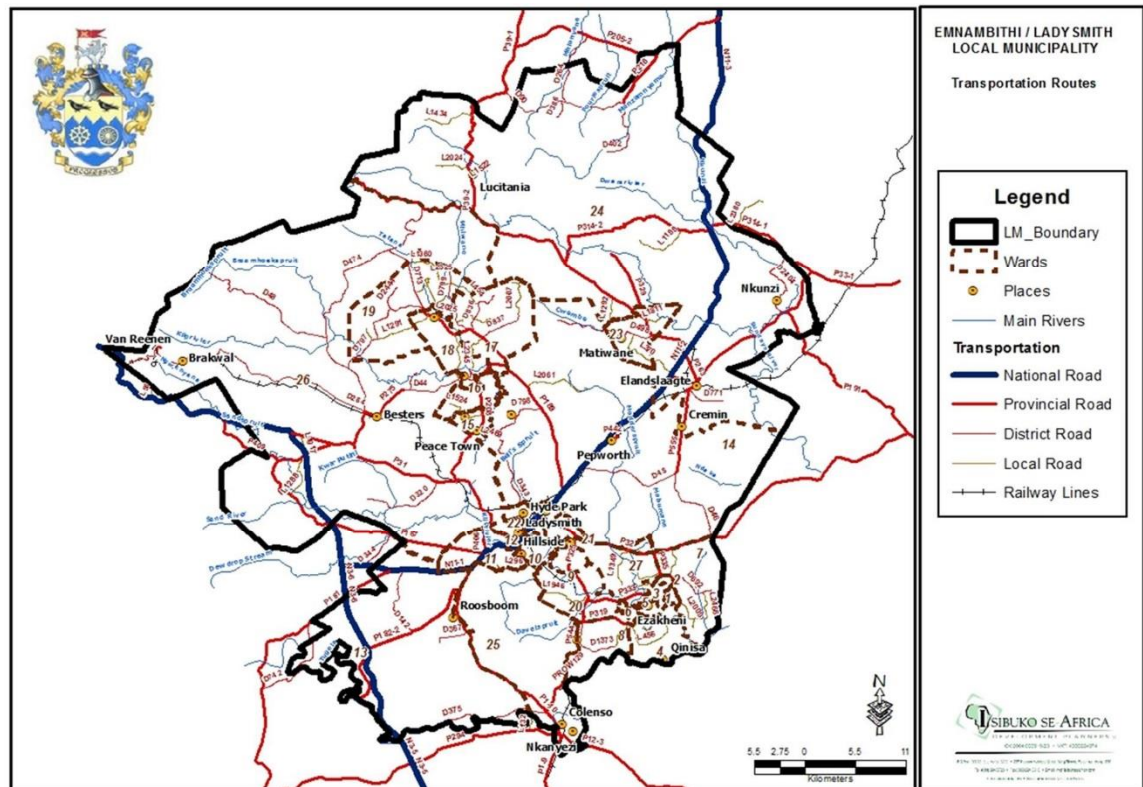
Local Authority > 1 per week	33716
Local Authority < 1 per week	376
Communal	543
Own Dump	18990
None	3934
Other	492



Transport Infrastructure

The main road system in the Emnambithi/Ladysmith Municipality consists of two national roads i.e the N3 running in a North South direction (Johannesburg to Durban) through the Western side of the municipal area, the N11 running from the N3 in the west towards Newcastle in the North East through the town of Ladysmith and the municipal area, and Provincial Roads (R 74, R 103, R 600 and R 616) link the various towns, townships and settlements with each other.

There is generally very little or no provision for pedestrian and bicycle travel in the municipal area. Public transport is also limited to bus and minibus-taxi operations providing services between Ladysmith, Colenso, Bergville, Driefontein, Steadville, Watersmeet, Tshakane and Ezakheni. There is a very good Railway system within the municipality.

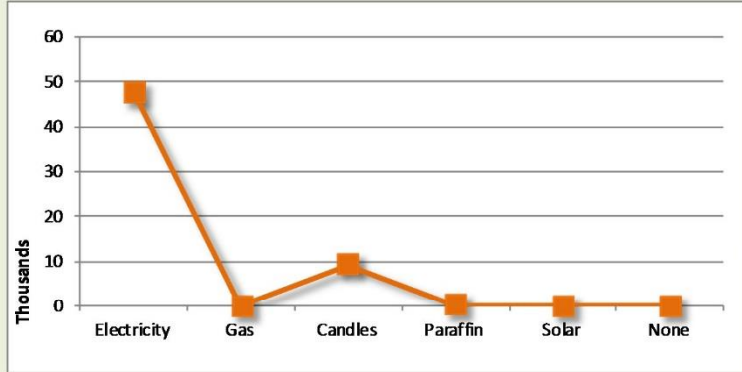


Energy

The share of households with electrical connections is 82%. Households access to electricity is differentiated from lighting, cooking and heating. A large number of the households have access to electrical connections for lighting purposes. The table below presents a comparison of the households access to electrical connections for lighting, cooking and heating.

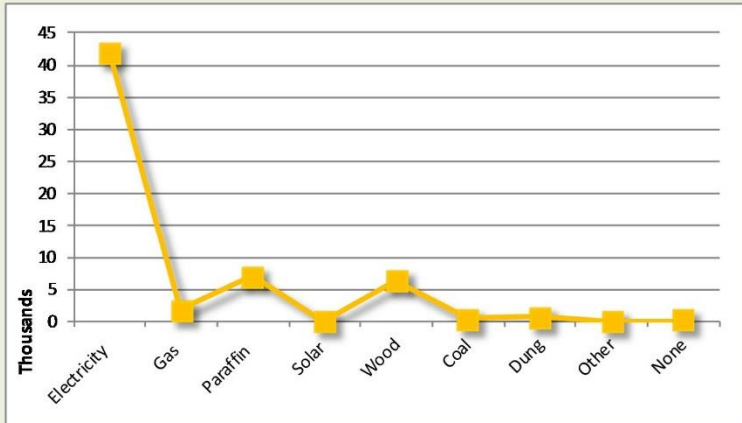
ELECTRICITY (LIGHTING)

Electricity	47681
Gas	126
Candles	9374
Paraffin	484
Solar	170
None	223



ELECTRICITY (COOKING)

Electricity	41853
Gas	1666
Paraffin	6897
Solar	104
Wood	6262
Coal	312
Dung	671
Other	70
None	220



ELECTRICITY (HEATING)

Electricity	32212
Gas	1270
Paraffin	5999
Wood	10328
Coal	495
Dung	1074
Solar	127
Other	48
None	6499



Source: Statistics SA

Access to Community Facilities

Health Facilities

There are two main hospitals within the ELM region, namely the Ladysmith Provincial Public Hospital and La Verna Hospital which is a private hospital. They both serve as regional facilities and have a service threshold that goes beyond the ELM boundaries.

Primary health care is provided through public clinics strategically located to serve the existing settlements (refer to the Map below).

Some of the areas receive health services by means of mobile clinics supported by the Provincial Hospital. The mobile clinic points are located in areas that have all weather roads and accessible by a car.

Education Facilities

The ELM is generally well provided with primary and secondary schools. Mnambithi FET College is the only tertiary institution found in the area. Given the regional role of the Ladysmith as a town, and the size of its service threshold, the area provides opportunities for the location of other training institutions.

Libraries

There are five public libraries within the ELLM area (ibid):

Ladysmith Library;

Colenso Library;

Ezakheni Library;

Steadville Library; and

Agra Crescent Library (located approximately 35kms west of Ladysmith).

Police Stations

The following police stations are located within the ELLM region:

Ladysmith Police Station;

Besters Police Station;

Colenso Police Station;

Elandslaagte Police Station; Ezakheni Police Station; and

Ekuvukeni Police Station.

There are no planning standards that deal specifically with police stations.

Cemeteries

Access to cemeteries is one of the main challenges facing the ELM. The cemeteries in Ezakheni C1 and C3 are both located along a river and adjacent to wetlands. As such, it violates the requirements as suggested by the Department of Water and Environmental Affairs. None of the e benefitted from formal planning and has now reached their capacity. Ndomba Cemetery in Steadville was also closed due to poor location and lack of space.

Ladysmith Town Cemetery is located about 25km from Ezakheni and St Chads along the road to Steadville from Ladysmith town. It is the only formally established cemetery in Ladysmith-Emnambithi Municipality. This facility is also fast reaching its capacity due to pressure. Informal burial sites are also found in various rural settlements such as Driefontein, Matiwane and Roosboom. Studies for the identification of land and development of a regional burial facility are currently underway.

LandFill Sites

Emnambithi/ Ladysmith Municipality do not have a proper waste treatment facility (e.g. incineration, gasification). The municipality has over the years closed many small illegally operating landfill sites in order to comply with the standards of the Department of Water Affairs and Forestry. The Municipality is currently operating with one municipal landfill site, namely Acaciavalle. However, this site also does not conform to DWAF Minimum Requirements and its licencing requirements, and currently the ELM is completing the site selection phase for establishing a new licence landfill site. Once a new site has been selected, licensed and become operational, the Acaciavalle landfill will be closed and rehabilitated in accordance with DWAF Minimum Requirements. Based on the information obtained from the municipality IDPs, waste collection is only undertaken within the urban areas.

SETTLEMENT PATTERN

The settlement pattern in the ELM reflects the spatial imprints of the apartheid past, which continue to undermine efforts towards equitable development. Settlements vary significantly in character and form themselves into a continuum of settlements ranging from highly urban and relatively dense settlements Ladysmith Town through to sparsely populated rural settlements located on predominantly agricultural land. Other settlements within the ELM are as follows:

Formal urban settlements of Colenso and Ezakheni and the surrounding formalised areas.

Peri-urban settlements such as Roosboom and St Chads.

Rural settlements such as Matiwane, Driefontein, etc.

Small isolated settlements located on commercial farmlands. Some of these are land reform settlements.

The settlement pattern in the ELM is distorted with the Ladysmith CBD being situated much closer to the more affluent western portions of the ELM, resulting in the poorest residents from the outlying areas having to travel the longest distances, and the wealthier people in the municipality living closest to the most desirable economic and social opportunities.

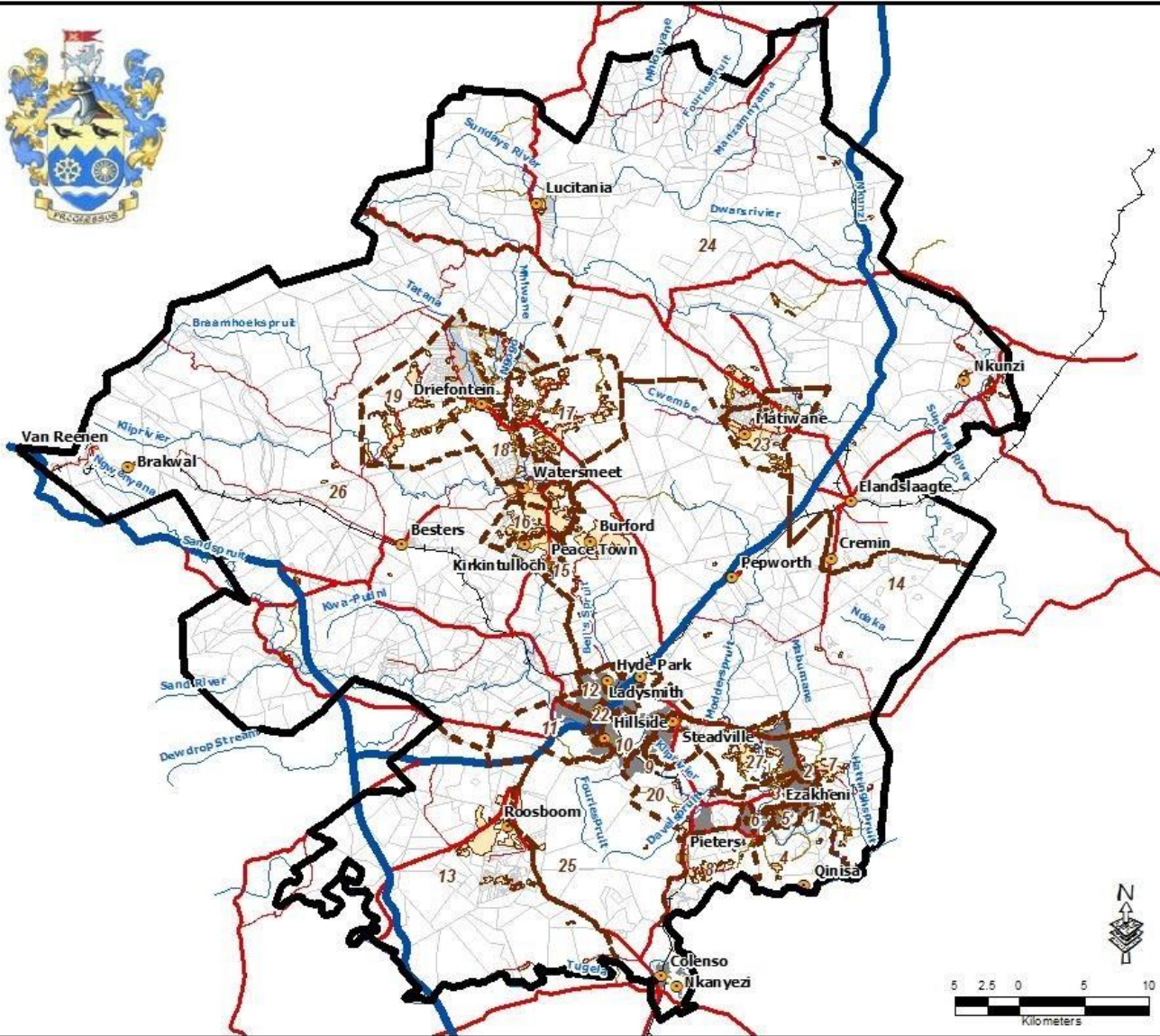
Urban Settlements

Ladysmith

Ladysmith is the main/primary urban area/town in the ELM. Primary access to the town is achieved via the N11 and R103. The town is located at the intersection of these two towns with the N11 running in a north-south direction which the R103 runs in an east-west direction. With the exception of the Town Planning Scheme, and the CBD Plan developed recently, Ladysmith does not have any strategic framework to guide its future development. Ladysmith is one of the areas that are experiencing net in-migration within the district. Ladysmith Town is a typical apartheid town characterised by the following:

Spatial fragmentation which arises from the apartheid planning system which separated people along racial lines and pushed the poor and townships such as Ezakheni to peripheral locations

Low density urban sprawl which occurs in the form of uncontrolled land development in peripheral areas eg St Chads.



EMNAMBITHI / LADY SMITH LOCAL MUNICIPALITY

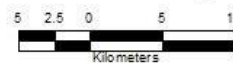
Settlements

Legend

- LM_Boundary
- Wards
- Places
- Main Rivers
- Transportation**
 - National Road
 - Provincial Road
 - District Road
 - Local Road
 - Railway Lines
 - Urban Areas
 - Rural Settlements
 - Cadastral

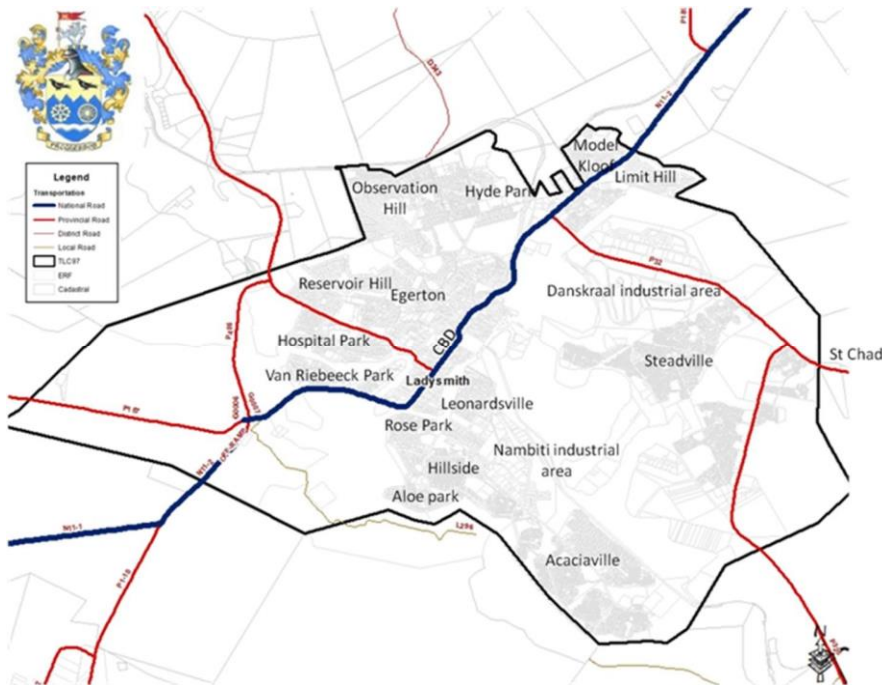


100% LOCAL GOVERNMENT
100% LOCAL GOVERNMENT
100% LOCAL GOVERNMENT



Cellular development occurring in the form of inward oriented neighbourhoods reflecting the impact of phased or *adhoc* approach to development.

Figure 3: Ladysmith Town



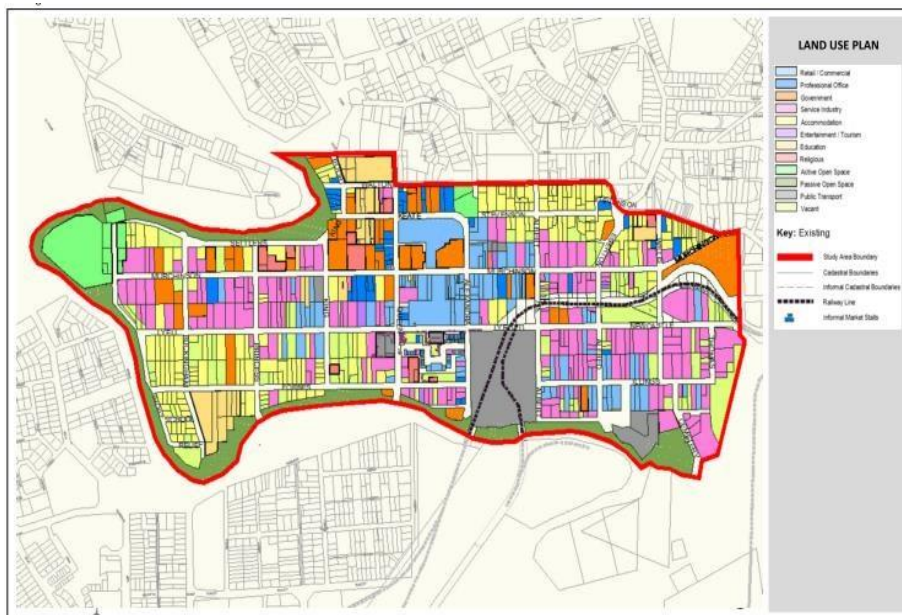
Central Business District

The CBD serves as the nucleus of the town, and all the other land uses are focused towards the centre. Ladysmith CBD is developed with a range of commercial and public facilities

serving not only the ELM population, but the district and beyond. The CBD is laid out in a typical gridiron pattern with Murchison and Lyell Streets being the main

activity spines.

Figure 4: Ladysmith CBD Land Use



The Klip River separates the CBD from the industrial and residential areas and defines the frame for the CBD. Service industry and public transport facilities are located at the fringes of the CBD.

Ladysmith CBD has shown resilience, maturity and strength and remains the core of the town. It does not face the same danger of businesses immigrating to decentralised locations on the same scale as some major urban and comparable centres

such as Newcastle further north. Although commercial space within the CBD is limited, developers have tended to adopt redevelopment within the CBD as an investment strategy. As a

result, Ladysmith CBD is not being drained from businesses yet despite a relatively high demand for commercial space.

The south-westerly periphery of the CBD over the Klip River is characterised by public open space and recreational areas, including Settlers Park, the Indoor Sports Complex and the Aerodrome. However, the CBD is facing a number of challenges. These are typical urban regeneration challenges and include urban decay, informal trading, parking, conflict between pedestrian and vehicular traffic, etc. The CBD Regeneration Plan completed recently seeks to address these issues and ensures long-term sustainability of the CBD. The Plan will be integrated into the SDF.

A few recreational passive open spaces have been supplied randomly throughout Ladysmith. The town is also surrounded by various ridges, which gives a unique character to the area.

The Ladysmith CBD, once considered a floodplain, is no longer regarded as such, due to the newly constructed Qedusizi and Windsor Dams. As a result of this Lyell and Forbes Streets were not considered prime areas for development. This stigma of flooding also led to underutilisation of the river, and is now possible to reconcile the users with the natural environment, i.e. watercourse, by encouraging development along it, as well as the use of it. A small portion of floodplain still exists to the southeast of the CBD. This flooding may be mitigated by widening the river course in this area.

Residential Suburbs

As in many typical South African Towns, middle to up-market residential areas surrounds the CBD with the majority of these located to the west of the CBD. They include the residential suburbs such as Egerton, Observation Hill, Reservoir Hill, Hospital Park, Rose Hill, Van Riebieck Park, etc. These areas have remained relatively static with limited amount of development occurring in areas such as Hyde Park, Observation Hill, Reservoir Hill and Hillside, extending away from the CBD.

Relatively lower middle to low income communities are within Ladysmith Town is found in the east. They include Steadville Township and Leonardsville, Public facilities such as cemeteries and industrial land separates these areas from the CBD in a typical apartheid planning style. As such, both spatial separation and land use fragmentation remain one of the distinctive anomalies that characterises Ladysmith.

While speculative and low density urban sprawl occurs in the middle income and upmarket areas, the majority of urban growth involves low income communities who occupy and develop land informally. The resulting peri-urban settlements are discussed below.

Industrial Area

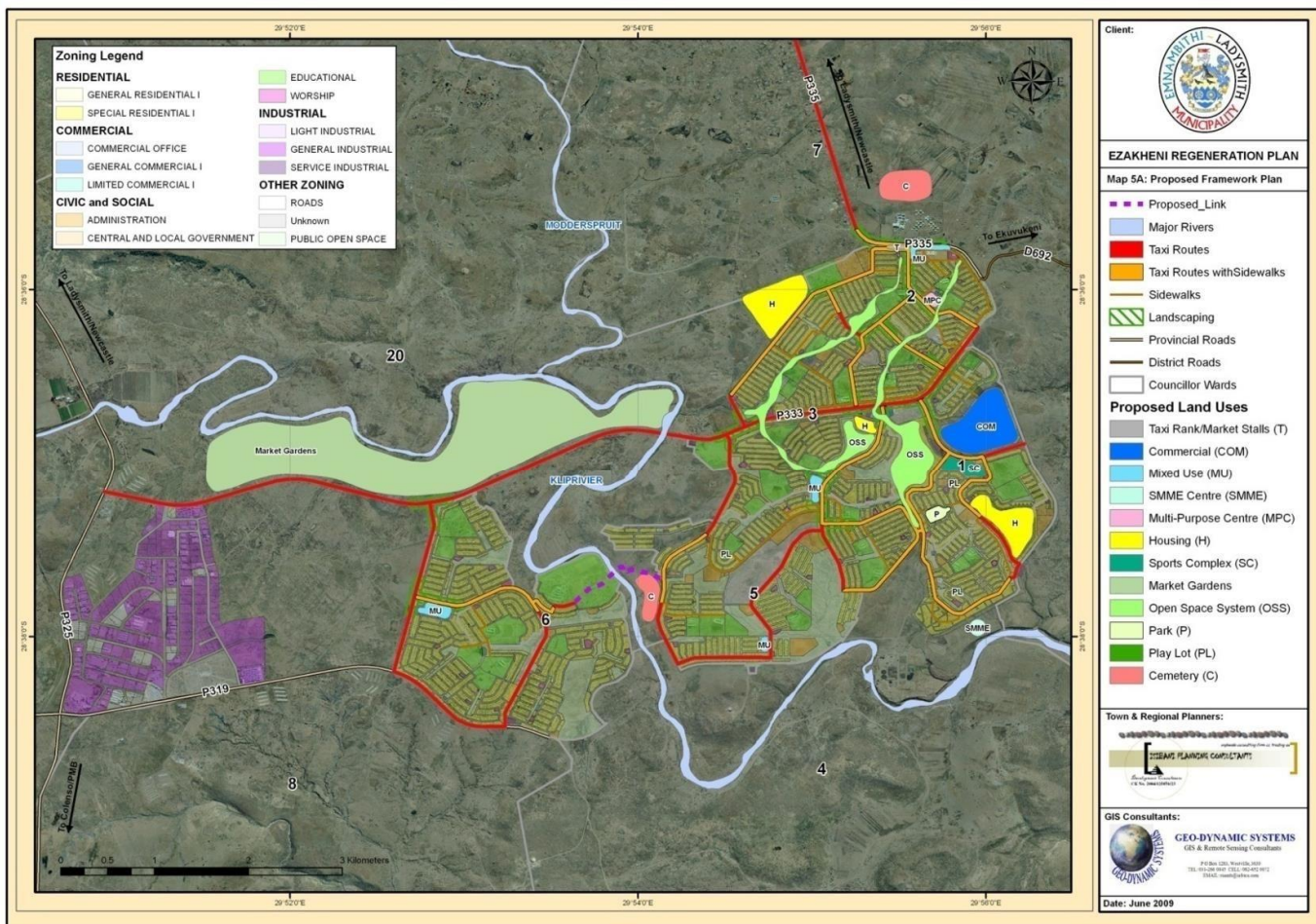
Industrial areas include the Danskrall Industrial area to the north-east and further south-east is the industrial area of Nambiti. Uptake of industrial space has been very slow reflecting the declining economic fortunes and changing role of Ladysmith in the regional economy.

Ezakheni Township

Ezakheni Township is one of the oldest townships in Ladysmith, situated about 25 kilometres from the Ladysmith CBD in what was the KwaZulu homeland territory. It was established, in part, as a response to the industrial decentralisation program that led to the establishment of Ezakheni Industrial Township and as a means to meet the housing requirements of people who were coming to work in and around the Ladysmith Area. Ezakheni also housed people that were uprooted from black spots in the district which included Roosboom, Hobsland, Umbulwane, and

Cremin. In view of its location in relation to Ladysmith, Ezakheni represents one of the footprints of the apartheid past that will take a while to eliminate.

The township is characterised by low levels of economic activity, high rate of unemployment and poverty, crime and poor physical environment. With the dawn of democracy, a number of housing projects have been implemented in the area as a means to address housing backlog and clear an increasing number of slums. More recently, a relatively large township has also developed on what was previously church land in St Chads. As in Ezakheni, this area has been subject of land tenure upgrading and housing development. A review of the plans submitted for the formalisation of this area indicates that the housing project unfolded in about seven phases. The residential area of Ezakheni is divided into different sections, as follows:



Section A is located in the north east of Ezakheni. The area mainly consists of government cluster offices, old government houses, college of education, petrol filling station, shops, and offices in containers located next to informal taxi rank, as well as residential uses.

Section B- C-D was designed to be the town centre of Ezakheni, but failed to achieve the use it was intended for. Activities in this section include a supermarket, community hall, pension payout point, clinic, businesses, church and post office.

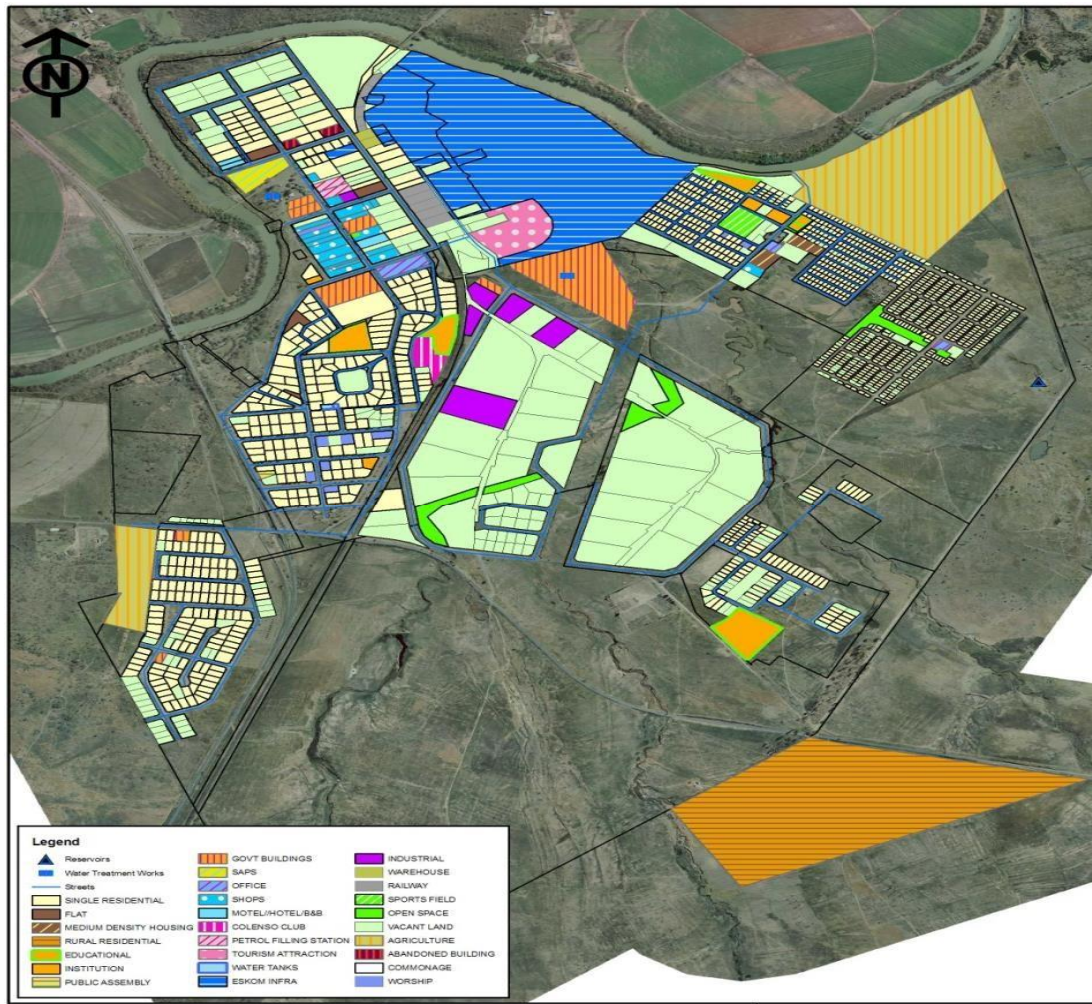
Section E is spatially dislocated (to the southeast), from the rest of Ezakheni with limited economic activity.

According to the Ezakheni Township Rogation Strategy (Isibani Consulting, 2009: 2), the Township has suffered a decline in economic fortunes and a rise in social exclusion and deprivation. Occupancy rate in Ezakheni Industrial Estate has declined, partly as a result of the withdrawals of decentralization subsidies and also in response to the liberalization of the South African economy. Ezakheni Industrial Estate is a former 'border' industrial development area, located about 20 km south of Ladysmith and connected to the mainline at Pieters station. It was developed by the KwaZulu Finance & Development Corporation and rail lines served various factories. All lines have been uplifted but there is a possibility that such lines may be of use in the future and a thorough evaluation of such a possibility should be investigated as a matter of urgency. Combined, these forces provide a potentially self-perpetuating downward trajectory for the future of Ezakheni Township and highlight the need for regeneration. The current economic performance of Ezakheni Township is somewhat surprising when considered in the context of the undoubted economic potential of the township. Locationally, Ezakheni Township is in a very strong position. It is on the edge of the Greater Ladysmith conurbation, in close proximity to Railway line and within commuting distance of the Ladysmith City Centre. This locational advantage has meant that, although it is facing some deep-rooted economic problems, Ezakheni Township has attracted a degree of inward investment.

The Ezakheni TRS identifies a step-change in the physical structure of the township as one of the pre-conditions for urban renewal. The township's current infrastructure (across transport, employment, land and premises, housing stock and social infrastructure) is poor, outdated and has suffered from lack of sustained investment. Static population growth and relatively slow employment growth has been insufficient to support sustained economic progress and private sector investment. As a consequence the township is in 'investment deficit' with significant areas in simultaneous decline.

Much of the reason for this is owing to the fact that Ezakheni Township has outgrown its infrastructure (parts of which were never completed according to the requirements of the original plan), but has yet to achieve the critical mass required to generate the necessary private sector investment in renewal and capacity improvements.

Furthermore, the declining urban fabric of the township contributes to Ezakheni Township's negative image. A fundamental change in the physical environment of the township with selective renewal is required to reverse this image and open up the township to private investment. A flagship project within this will be the development of a shopping mall and regeneration of the local shops/supermarket as a symbol and gateway of the township.



Colenso is located in the southern tip of the ELM, on the border with the Umtshezi municipality. It developed on the banks of the Tugela River (UThukela) and is accessed from the R103 that links Colenso to Ladysmith in the north and to the N3 in the south. The town was proclaimed in 1926 and gradually developed from a rural village to a municipality in 1958.

The area forms part of the famous Battlefields Route and has a rich history and many historic remnants. The development of the town has however, severely decreased due to the closure of government parastatals such as the Eskom Power Station.

The spatial structure of the town indicates six areas with different characters, as follows:

Colenso Town contains the Colenso CBD, surrounding formal residential and defunct Power Station Complex.

Nkanyezi Township is a former R293 township. It is characterised by low cost housing, poor infrastructure and community facilities.

Newtown Formal middle-income residential units were historically built to absorb the overspill from Colenso Town.

“Indian Area” is a formal middle-income residential that was historically occupied by the Indian Community.

A Rural Residential area is located in the south. It is rural in nature and characterised by a traditional housing types as well as poor infrastructure and community facilities.

Colenso Industrial Cluster contains a cluster of industrial units that formed a key part of an LED initiative to attract investment to the area. Only few land parcels within the cluster have been developed.

Colenso Town faces a number of challenges:

Neighbourhood decay and neglect due to a number of reasons such as inadequate infrastructure maintenance; inconsistent service provision; and poor planning.

Infrastructure and service obsolescence resulting from production and market changes that have rendered the built environment non-functional.

At a residential level, poor economic conditions, declining employment opportunities, and the influence of poorly managed industrial areas, have further undermined the quality of life in the area.

There are obvious signs of dilapidated and decaying buildings, roads and pavements breaking up, and illegal dumping of waste; in addition to the increasing difficulty to let buildings, declining rentals, and lower employment densities.

Rural Settlements

Notwithstanding the dominance of Ladysmith and the surrounding settlements, the ELM is also characterised by a number of dislocated relatively dense rural settlements. These are clustered as follows for the purposes of the SDF.

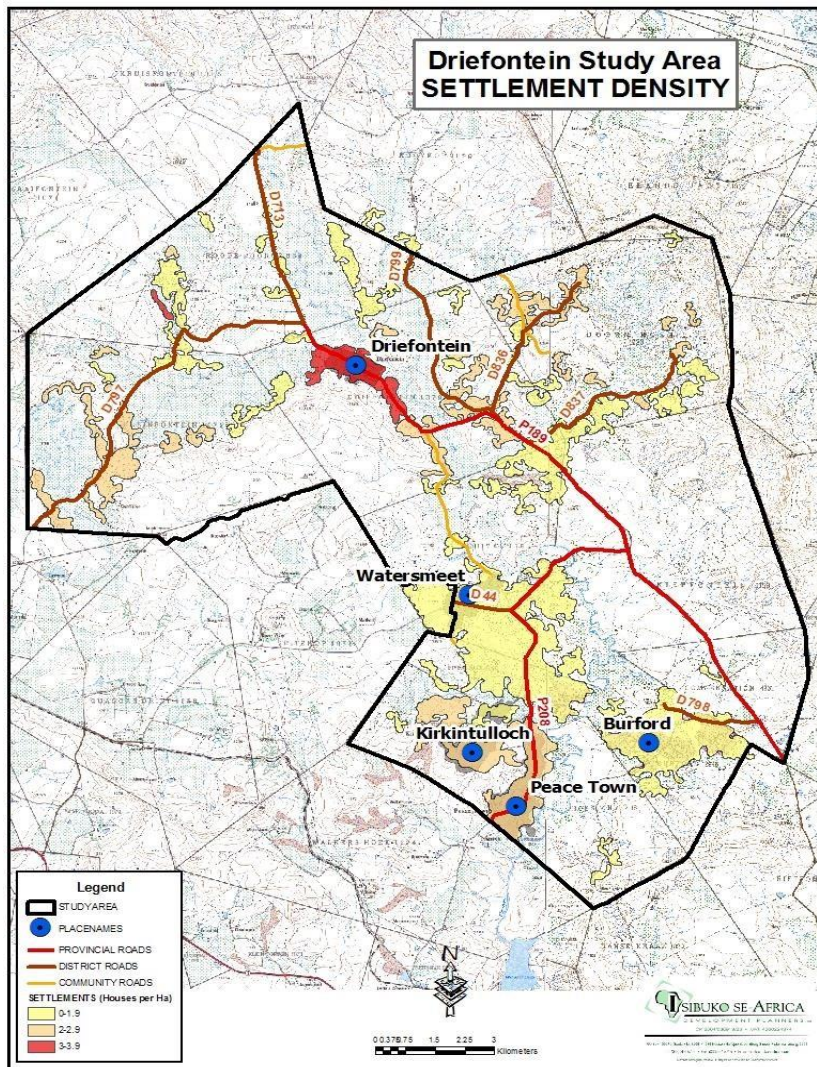
Driefontein Complex

Access to Driefontein is obtainable from P189 which is a Provincial Route that adjoins N11 to Newcastle and Ladysmith Town. The second alternative access road is by P208 which adjoins R103 to Ladysmith Town.

Driefontein has over the years evolved as peripheral to the economy of Ladysmith Town. The area grew with a number of unplanned settlements in largely undeveloped farms. It is physically linked with the main town of Ladysmith by P189 which adjoins N11. Despite this location, the area remained relatively isolated from the mainstream economy and has grown as a poverty pocket which is just outside of the main town.

The Driefontein Complex consists of thirteen parent farms and is located to the north of Ladysmith CBD. Driefontein complex has a catchment population of 53 581 people (24% of ELM population). The area was designated as a black spot in 1985 under the consolidation proposals of the 1970s. Over the years, the area expanded and grew but remained undeveloped settlements. The area is administered by the Abatungwa-Kolwa Traditional Authority.

Figure 6: Driefontein Complex



The complex consists of the settlements of Driefontein, Watersmeet, Kirkintulloch and Burford. No formal detailed planning exists for the area, save to mention the Structure Plan that was developed in 1990 and a recently completed Local Area Plan.

A number of smaller dispersed rural settlements have also emerged and are spread within various parts of the farms but mostly along the main roads. This unplanned growth rendered a number of challenges including the provision of services and infrastructure. The area has not attracted any major physical development and has remained economically unproductive. The organs of the state which includes the municipality and government departments have pro-actively embarked on providing certain level of services to the community that reside within the area.

The settlement density slightly differs within various parts of the area. Driefontein appears to be the main settlement as such it has the highest density within the study area as it accounts for 3 – 3,9 households per hectare. This is followed by settlements of Peace Town, Kirkintulloch and Kleinfontein which have a density of 2 – 2,9 households per hectare.

The other settlements with the similar density are located next to Driefontein settlement along P189 and D836. The majority of the settlements within the study area have a far lower density of 0 – 1,9 households per hectare. These include Burford, Watersmeet and settlements along D836. The development challenges that persist within the area include relatively high population density, a lack of social, economic, bulk infrastructure and a poorly developed local economy.

Northern Settlements

The northern settlements form part of municipal wards 24 and 25, and covers approximately 99 833 ha of land. The area consists of the following settlement clusters:

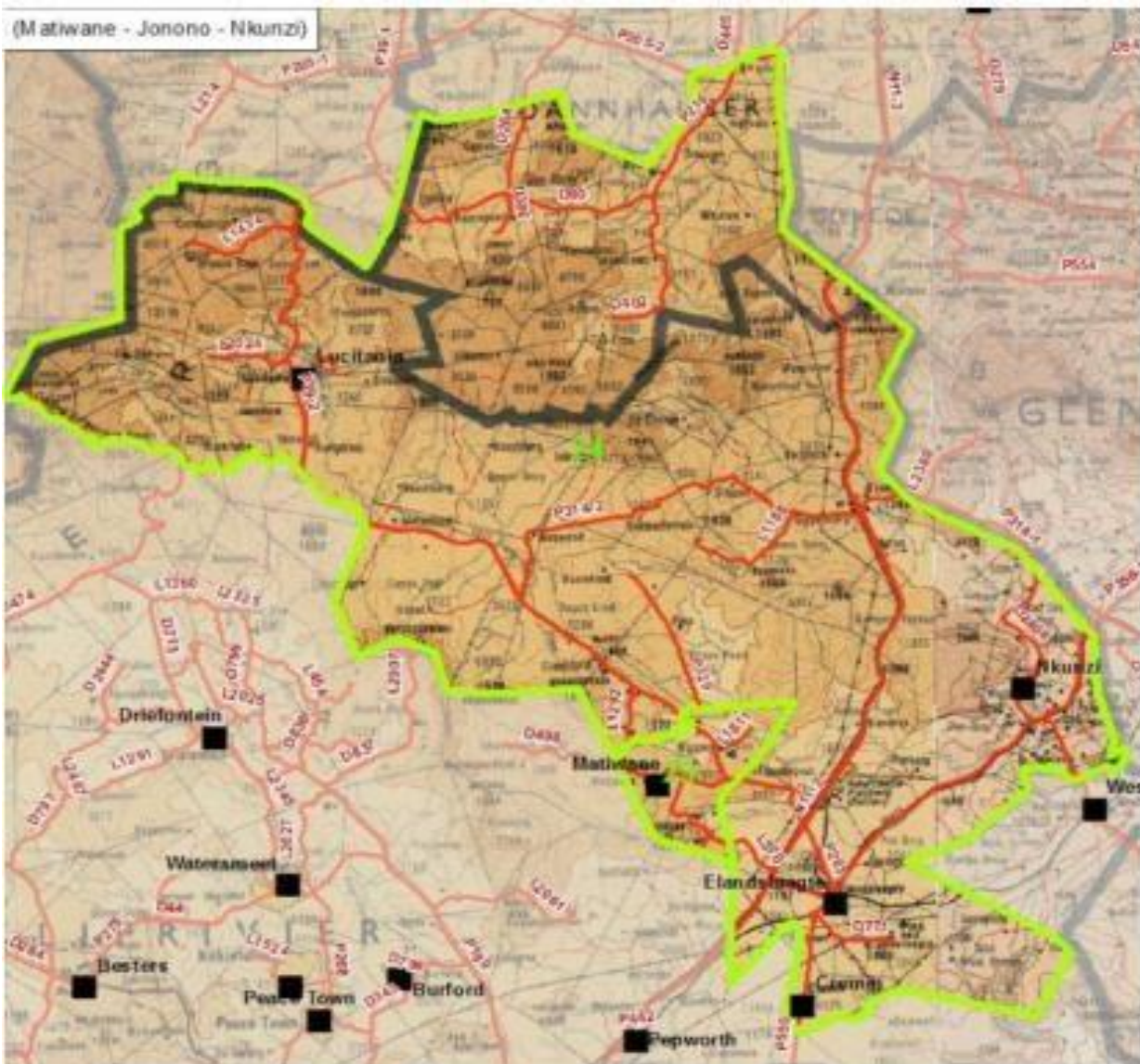
Lucitania;

Matiwane;

Elandslaagte;

Cremin; and

Nkunzi.



Expansive commercial agricultural farmlands covers the majority of the area, while isolated scattered rural settlements are found mainly in Matiwane, Nkunzi and Cremin on either communal property institution (CPI) or privately owned land. None of these settlements is located on Ingonyama Trust land.

These settlements are situated approximately 30km north of Ladysmith, in close proximity to the N11. The local access road (P263) linking Matiwaneskop to the N11, as well as the access road servicing Jonoskop, is gravel. The other access road links Matiwaneskop to Driefontein. The settlements of Matiwane, Jonono, Nkunzi and surrounding farmlands are located as far as 30 – 50km away from the central business district of Ladysmith. These areas function as the residential areas for the farming community and labour and can be considered as the peripheral to the economy of Emnambithi/ Ladysmith. The study area is made out of ward 23 and 24 of Emnambithi/ Ladysmith Municipality and it shares the administrative boundaries with Endumeni and Emadlangeni Local Municipalities. Over the years, these farms attracted rural settlements with different which are spread within various parts of the farms but mostly along the main roads. This unplanned growth rendered a number of challenges including the provision of services and infrastructure. The area has not attracted any major physical development and has remained

economically unproductive. This was further exacerbated by the closure of the mining activities within the area.

The study area comprises of discrete pocket of settlements that are separated by a group of farms while linked by the main routes to each other. Matiwanoskop, Jononoskop and Lucitania share the same pattern which is a simple grid-iron. This pattern is familiar amongst betterment planning and early township planning approaches. The grid-iron pattern is favourable considered for the delivery of services. However Nkunzi and Cremin settlement areas do not follow this pattern. It appears as if these areas were not subjected to any proper land use allocation as a result these settlements do not have any recognizable structure (Status Quo Report, 2012:34).

Peri-urban Settlements

Roosboom

Historically, Roosboom was one of a few areas where black people were could purchase and own land in KwaZulu-Natal. However, in the early 1970s, pressure mounted to have the people of Roosboom removed. The presence of the settlement next to the main road to Johannesburg was seen as reflecting poorly on the Klip River District. Much was also made of the danger of increased road accidents in the area. More than 7,000 people were relocated in 1975 and 1976 to the newlyestablished Ezakheni Township.

Although the land owned by all African landowners at Roosboom was expropriated by the government and reverted to state ownership, removals from Roosboom during 1975-76 did not completely uproot Africans from the land. A few scattered portions of land owned by Indian and coloured landowners were not affected by the removal and several new African families moved into their lands as tenants or simply as squatters.

In 1994, Roosboom was selected as one of ten nationwide RDP lead projects on land restitution. This meant that Roosboom land restoration was identified as one of the important projects for the aim of RDP and as such it would receive a special financial support for settlement planning and 106infrastructure development.

The number of households who had returned to Roosboom by 1992 was 177. It increased to 230 (1,380 people) by mid-1993 and 684 (4,310 people) in 1996. It projected that it would increase up to 1,000 households (6,300 people) by 2000. Today, Roosboom has grown substantially in terms of both population size and extent of the area. In fact, it has become one of the peri-urban settlements in the ELM. Unless, outward growth and increase in density is managed, the area runs a risk of degenerating into a sprawling per-urban slum.

st chads

St Chads is located situated approximately 10km north east of Ladysmith on the Farm Modder Spruit No. 1185. The farm adjoins the northern boundary of Ezakheni Township. It was acquired by the Emnambithi /Ladysmith Municipality for the upgrading of St Chads over the last ninety years. According to a Less Formal township Establishment (LFTEA) application, there are approximately 3000 families who are accommodated in informal/semi-formal housing structures.

The area is subject to a multi-phased housing project which involves an in-situ upgrade of the existing settlement to provide the existing occupants/beneficiaries with proper sanitation, purified water, access roads and fencing, as well as utilizing the residual subsidy amount for the construction of a 30-40 square metre top structure / starter home or a supply of building material

to upgrade the existing structures. Some years ago, electricity was provided to a large part of the settlement by ESKOM.

The area is a natural extension to Ezakheni and can basically be regarded as an 'infill' development which will ultimately serve to integrate the existing town of Ezakheni and Ladysmith. The LFTEA application further states that, over the years, two separate areas of St Chads have evolved with distinctly different settlement patterns and densities as follows:

St Chads In-Situ Upgrade (Urban) – East of Modder Spruit

St Chads In-Situ Upgrade (Rural)- west of Modder Spruit

These distinct areas have emerged and are classified mainly as a result of the density of settlement. The dense patterns of settlement are concentrated closer to the existing tarred main road, resulting in the so called "URBAN" node. The so called "RURAL" node to the west of the Modder Spruit is much less densely settled resembles an 'agric-village' type of settlement.

In terms of the Deed of Sale between the Emnambithi/Ladysmith Municipality and the Anglican Church, a portion of land of approximately 38 hectares which surrounds the existing St Chads church buildings and property, is to be subdivided and retained by the Anglican Church. This subdivision is registered as Portion 5 of the Farm Modder Spruit No. 1185.

The area is a natural extension to Ezakheni and can basically be regarded as an 'infill' development which will ultimately serve to integrate the existing town of Ezakheni and Ladysmith. St Chads is characterised by a denser settlement pattern (east of the Modder Spruit), concentrated closer to the existing tarred main road, and a much less densely settled area (west of the Modder Spruit), resembling an 'agricvillage' type of settlement.

Smaller Settlements

Smaller settlements within ELM include the following:

Blue Bank Settlement is located to the west of the N3 adjacent to the P187.

Van Reenen settlement is located in the most western tip of ELM along the N3. The settlement is to the north of the N3 and the area has been identified as the gateway into the province.

St. Joseph's Mission is further north of the Blue Bank settlement, also located to the west of the N3 and adjacent to the P409. The area is located on old Mission ground.

Droogval Settlement is located to the west of the N11 and in the northern portion of ELM.

Steincoal Spruit is located adjacent to the R602 and in close proximity to the Wasbank settlements in the Endumeni Municipality.

Lucitania Settlement is situated to the north of the Collings Pass Road, which links the N11 to Matiwanoskop complex, as well as to the Free State.

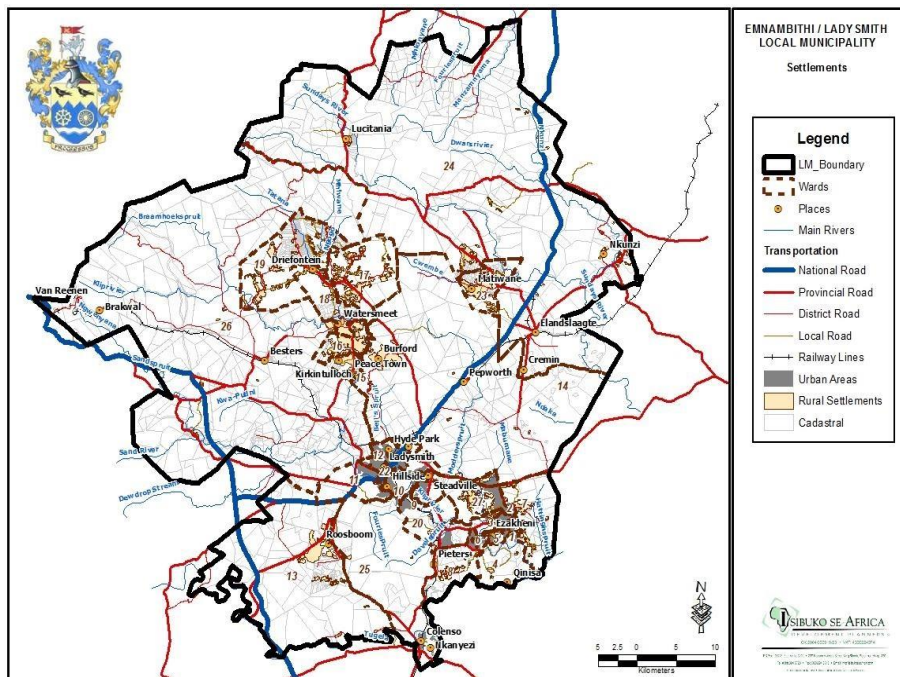
Settlement Density

The highest settlement densities are found within some of the rural settlements that form part of the Matiwane area. This is followed by relatively high densities in parts of the main urban areas of Ladysmith and Ezakheni, as well as parts of Colenso. Settlement densities can be described as follows:

Matiwane area: Matiwanoskop and Jononoskop have approximately 16 household per hectare. Cremin and Elandslaagte have a relatively low density of approximately 3- 3.9 households per ha. This is followed by a settlements adjacent to P314 which has a density of 2 – 2.9 households per hectare. Other settlement pressure point are Nkunzi area and Lucitania, with about 10 households per ha.

Ezakheni Township: Some of the highest density settlements are found in Ezakheni with an average density of 9.5 households per ha.

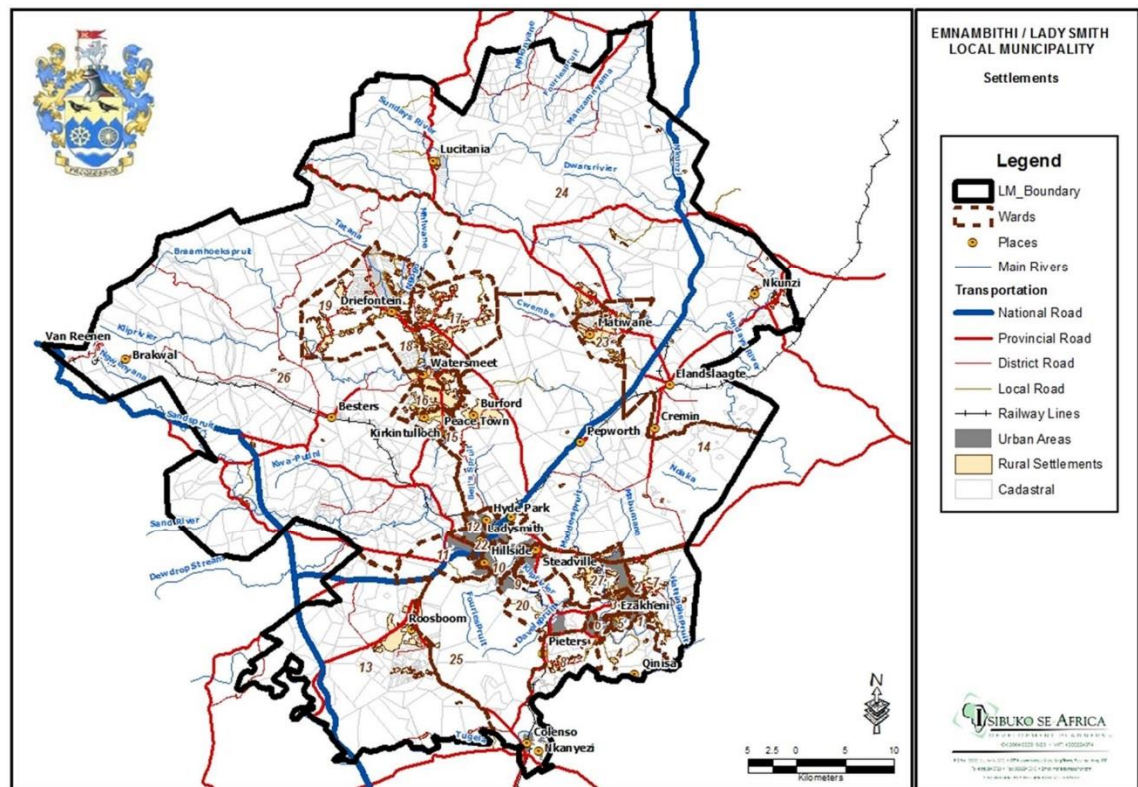
Ladysmith area: Densities in the Ladysmith complex vary according to different areas within the complex. The highest densities are found in the eastern areas of Ladysmith (Steadville) with 8 households per ha. Lower densities ranging from between 3 to 5 households per ha are found in the central, north-western and southern parts of the complex.



The Colenso settlement has household densities that vary between 2.7 to 14 (eastern part) households per ha.

The Driefontein area is less densely populated. Driefontein has the highest density within this area of 3 – 3.9 households per hectare. This is followed by settlements of Peace Town, Kirkintulloch and Kleinfontein, which have a density of 2 – 2.9 households per hectare. The other settlements with the similar density are located next to Driefontein settlement along P189 and D836. The majority of the settlements within the study area have a far lower density of 0 – 1, 9 households per hectare and includes Burford, Watersmeet and settlements along D836.

Other rural settlements, such as Roosboom accommodate between 1.2 and 1.8 households per ha, which is relatively low-density developments.



LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT ANALYSIS

LOCAL ECONOMIC ANALYSIS

Municipal Comparative and Competitive Advantage

The municipality is strategically located at the intersection of two major national development corridors and trade routes, that is the N11 which runs in a north south direction linking KwaZulu-Natal with Mpumalanga Province and the N3 which runs in an east west direction linking Durban and Johannesburg Metropolitan areas. Bisecting the municipality is the presidential prioritised railway corridor which links the areas of Durban and Johannesburg creating opportunities for the municipality to benefit from the recently announced rail infrastructure development programme. As such, the municipality is highly accessible at both regional and national level. This is recognised in the recently introduced Provincial Growth and Development Strategy for KwaZulu-Natal which classifies Ladysmith as a tertiary node with regional significance. This means that the area is earmarked for the location of infrastructure that serves the whole of Uthukela District and beyond, and connects the region with the major urban centres such as Durban and Johannesburg.

The municipality is anchored around Ladysmith Town which serves as a service centre and administrative centre for the whole of Uthukela District, and a commercial hub for the north-western part of KwaZulu-Natal. In terms of the socio-economic macro context, the municipality

is midway between the National Primary Nodes of Johannesburg and Durban. Ladysmith provides higher order goods to the whole district and houses most of the major industrial activities. Manufacturing activity is primarily concentrated in the Ladysmith-Ezakeni cluster, and is dominated by the textile and clothing sub-sector. The Emnambithi Local Municipality contains approximately half of the district's economic activity, particularly concentrated in the Ladysmith CBD, Ezakeni/Pieters and Danskraal Industrial area. The Ladysmith town also contains the majority of the government service sectors that plays a meaningful role to the economy of the uThukela/ Emnambithi sub-region through various logistics.

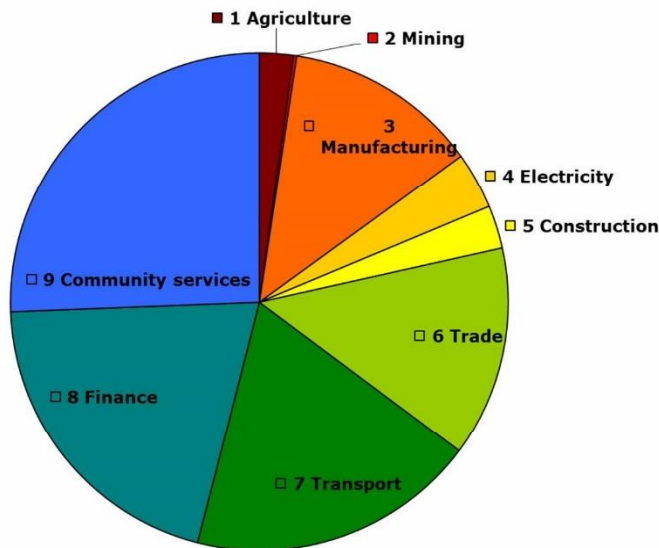
The municipality is also well located in relation to at least two of the major tourism destinations in KwaZulu-Natal. In fact, it serves as a base for the exploration of the Battlefields to the north and Ukhahlamba-Drakensburg Park to the south. The latter is a World Heritage Site and a world acclaimed tourist destination. The municipality is located in an region with a rich heritage and military history ranging from the uMfecane period (early 1800s) to the turn of the century when the Boers tried to stem the tide of British imperialism. It includes Shaka's predatory campaigns, the arrival of the Voortrekkers, the Anglo-Zulu War and the Anglo-Boer Wars. The Battlefields Route provides a structured journey around the sites of various battles, skirmishes and sieges which are situated in a broad belt running through the central core of the region, from Esctourt in the south, through Ladysmith, Dundee and Newcastle, to Charlestown in the north. This presents the area with a unique 'tourism triangle' character, consisting of three of the five B's branding of provincial tourism – Berg, Bush and Battlefields. In addition to its three main destinations, there is a diversity of related attractions and accommodation facilities. This rich diversity allows tourists to experience a wide range of activities and scenes within a relatively small area, and is used as an important marketing element in the regional tourism industry.

The municipality is also located in the uThukela Water Management Area (WMA) with the Klip River and Sunday's River and their tributaries traversing the municipality. These rivers drain into the Tugela River (also known as uThukela), which is the largest river system in KwaZulu-Natal. The Tugela River forms part of the Tugela River Catchment, which is approximately 30 000 km² in extent. This is one of the important river catchments in South Africa, which drains from the Drakensberg escarpment into the Indian Ocean. There is substantial runoff from the Tugela catchment as a result of high rainfall.

Main Economic Contributors

The municipality's economic structure is dominated by community services which contributes 25.6% to the region's Gross Value Added. This sector is followed by Finance which contributes 20,4%, Transport contributes 18.8%, Trade contributes 13.7% and Manufacturing contributes 12.6%. Together the 5 sectors make 91.1% of the municipality's Gross Value Added. The chart below provides for a comparative analysis of the economic sectors within the municipality.

GVA-R Sectoral composition



Source: IHS Global Insight Regional eXplorer version 655

The LED Section is engaged in a number of interventions that are aimed at providing direction on the aspects of Economic Development. These interventions relate to a number of areas where private sector, public sector and community has numerous programmes and commitments that will deliver in the creation of job opportunities and attraction of new investment in the area.

The main contributor in the area was manufacturing with 21 % contribution in 2011. This percentage has not change from the one in 2010. Wholesale, retail trade, catering and accommodation sector at 17 % contribution, increased by 1% from the 2010 figure of 16%. Construction recorded the highest average growth per annum in the district between 2001 and 2011 while manufacturing, the largest sector, only grew by 4% in the same period while mining and quarrying actually declined in terms of growth.

There are number of other programmes that the Municipality has been implementing and has shown to be contributing largely economically.

Investment & resources:

Local Economic Development Forums have been set-up for strategic discussions and alignment of district and local projects.

Partnering relations have been developed between the Municipality and other sector Departments and stakeholders for development initiatives.

Negotiate the release of land within the CBD for commercial development and creation of jobs.

The review of the current incentive scheme and SMME policy is done to support existing small and established businesses.

Encourage development of the Aerodrome Market & promote development opportunities and development of the Ladysmith Mall and encourage development of the Ladysmith Ext 15 Development.

Infrastructure and Services

Invest in bulk services is required in various industrial and commercial sites such as Indoor Sports Complex and Colenso Industrial Park so as to encourage industrial development for intensive creation of jobs. Assessment to be done for infrastructure requirements for all industrial areas such as Aerodrome Development.

Completion of the upgrade of N11/P32 Helpmeekaar Road is progressing well. The grant funding that was received from COGTA to the amount of R 8,8 million has completed the first phase of the project.

Direct link road between Ezakheni is 70%
Establishment of Inland cargo terminal in Ladysmith

Business Retention and Expansion

Engagements with stakeholders (businesses, district and neighbouring Municipalities) have assisted this section in strengthening the relationships with the stakeholders.

LED Section has targeted to brand the town, advertise in Local, Provincial and National publications to attract potential investors. It has been a priority for the LED section to encourage Industrials businesses to relocate to Ladysmith so as to create job opportunities and economic growth. During July 2012 to December 2012 the following has been achieved

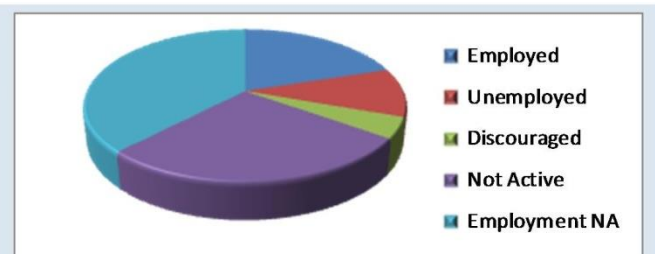
Employment and Income Levels

A large percentage of the municipal population is considered economically inactive, approximately 21.3% of the population is cited as Economically Active and from that 17% of the population is employed both in the formal and informal sector.

Approximately 4.3% of the population is economically active but unemployed.

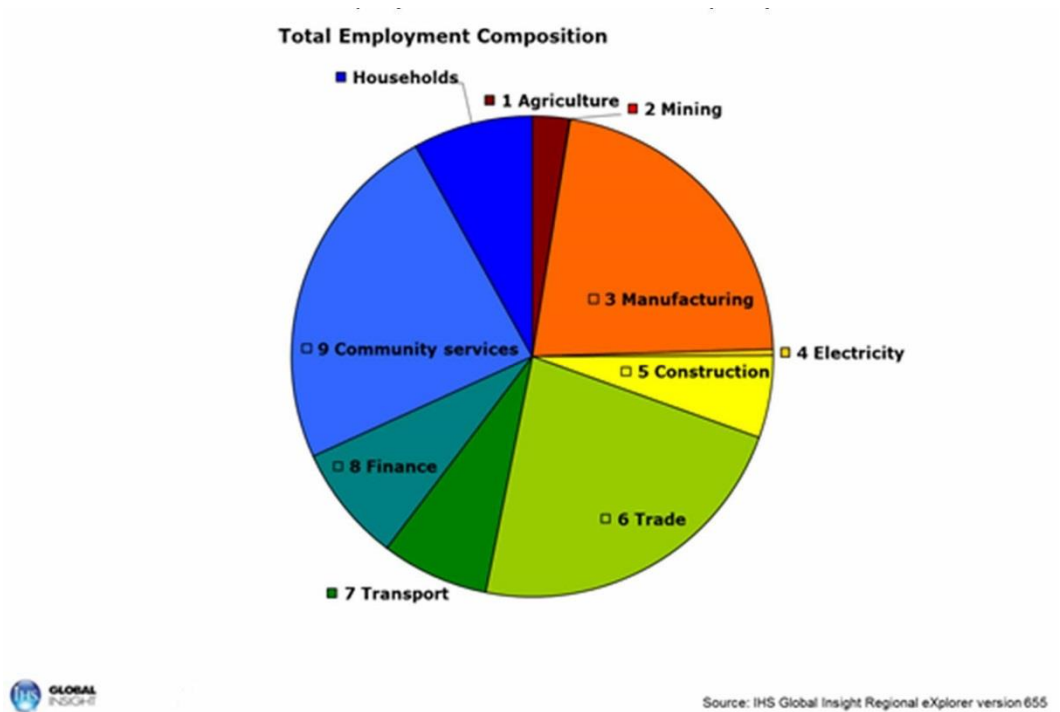
EMPLOYMENT STATUS

Employed	47648
Unemployed	24599
Discouraged	10410
Not Active	65130
Employment NA	89646

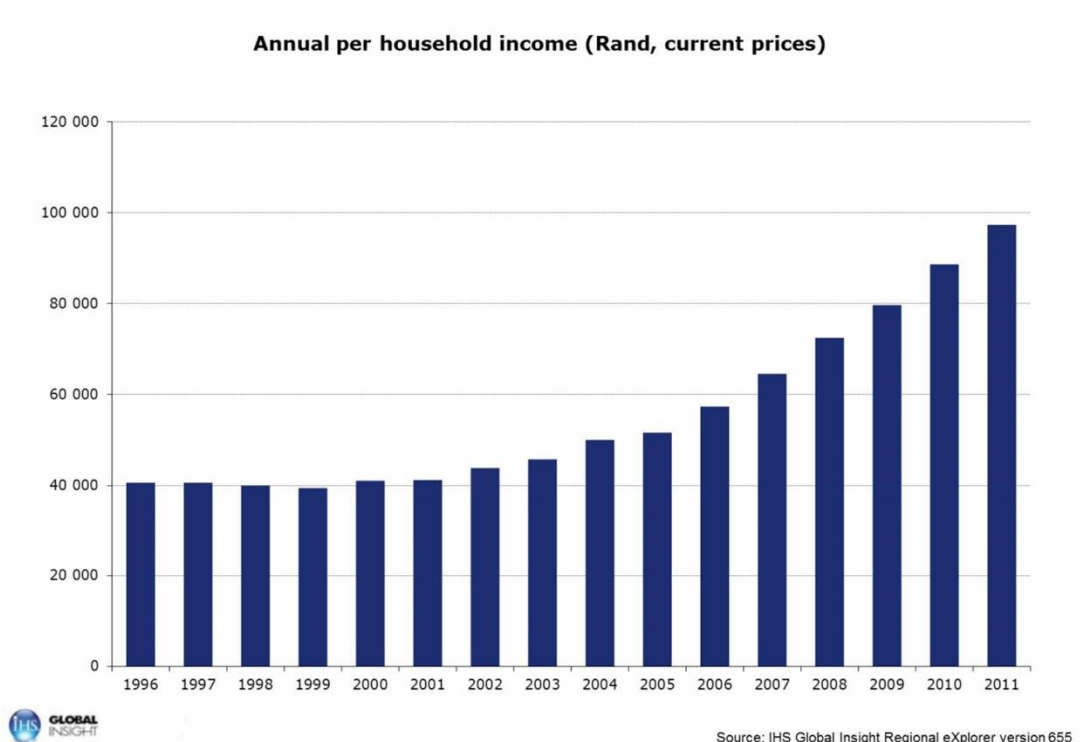


Source: Statistics SA

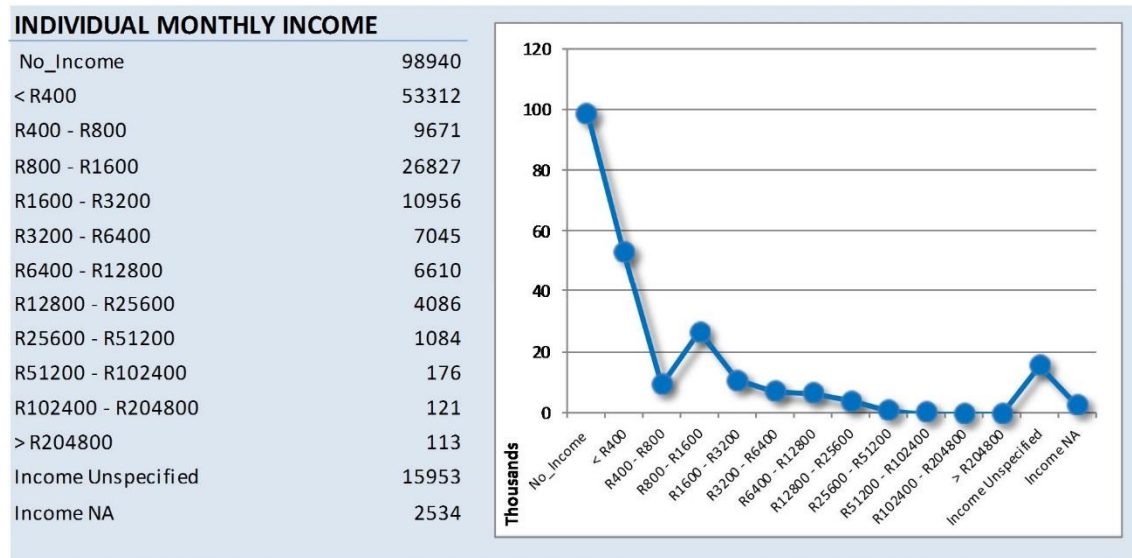
The biggest employment sector within the municipality is Community Services followed by trade and manufacturing. The pie chart below shows each employment sector's contribution to employment within the municipality.



The average income of households within the municipality has been steadily growing from 2002, leaping from just above R40 000 to just less than R100 000 in 2011. In a period of 9 years household income has doubled which is a huge achievement for the municipality. The table below shows the annual income for households from 1996 to 2011.



Approximately, 23% of the municipality's households earn an income level below R418 per month (if we assume an average household size of 4 people), which is the new income poverty indicator as per the National Planning Development Plan for 2020. This automatically implies that almost half of the municipal population can be regarded as indigent and thus entitled to government's housing subsidy and free basic service delivery. This issue also affect revenue collection and income generation of the municipality.



Source: Statistics SA

SMME's

A programme is in place to support the emerging local businesses and also to promote small, medium and micro-enterprises (SMME's), and facilitating their linkages to the mainstream economy in a strategic way that will supports the overall growth of the local economy.

SMME Policy to be reviewed for local procurement to assist emerging businesses and Incentive scheme to be available for the existing who are expanding and new businesses that are relocating to Ladysmith.

Engage with developers with regards to opportunities for linkages of formal businesses and informal businesses. Deregulation of the informal sector in the 1990s led to a massive increase in the number of informal traders. During the survey done in Ladysmith, it was estimated that about 65% of the unemployed individuals turns to Informal sector as alternative means of gaining income. Hence, the informal sector needs to be supported and managed.

Old Municipal offices in various townships were renovated and converted into SMME Centres to assist emerging SMMEs with the place to operate.

Start-up capital for emerging businesses is being granted in a form of equipment, infrastructure, and training.

Agriculture

The Agricultural sector of Emnambithi/Ladysmith Municipality aims to create an environment that is conducive for both economic and social growth in the rural communities by first encouraging private sector investments to the rural areas, also to provide the necessary social infrastructure and to improve service delivery to ensure quality of life. A number of projects have been developed in rural areas to assist local communities:

Land Claim Community Projects

Besters Land Reform Cluster: this project was initiated by the Department of Land Affairs and funded by both the Department of Land Affairs and Department of Agriculture. There are new cattle farmers that are mentored by other surrounding commercial farmers. This project has assisted the people of the community and has exposed the community to other funding agencies for further assistance.

Gugwini Community Trust: this project is situated in Colenso and has a number of 94 members that forms part of trust members. The land that is being utilized by these beneficiaries is approximately 74 hectares. The project has been funded by Department of Agriculture and Land Affairs. The Municipality intervenes with regards to the marketing of the produce to relevant retailers and businesses around the area.

Grazing Land

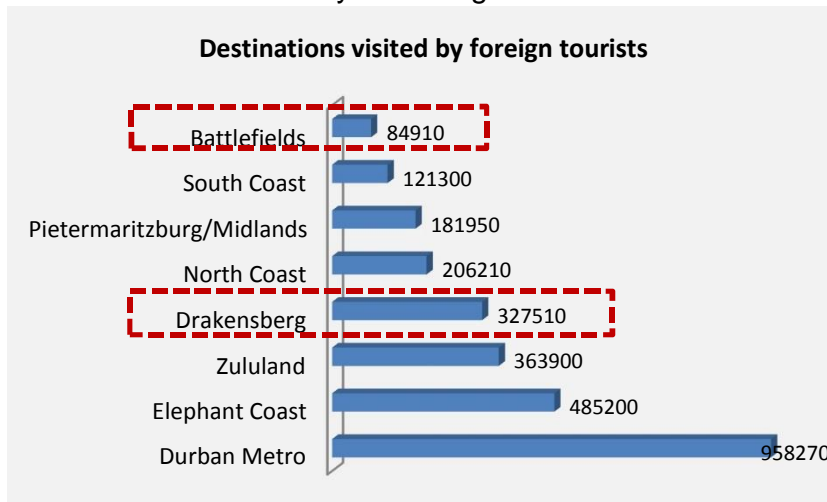
The Municipality is proving infrastructure to most of rural farming areas especially to the new areas that have been identified as suitable areas for grazing. It is evident that many livestock farmers are progressing drastically in livestock farming but lack access to suitable land for grazing. Interventions are undertaken between the Municipality and Department of Rural Development and Land Affairs.

Tourism

ELM has a geographic advantage due to its strategic locality. It is located centrally between Gauteng and the coast, as well as between the Battlefields and the Drakensberg. In addition, it is

easily accessible from major national highways (the N3 and N11). Its close proximity to the Battlefields and the Drakensberg, as well as the fact that Van Reenen is a main entrance point into the province, makes ELM a 'gateway' to various attractions within KZN.

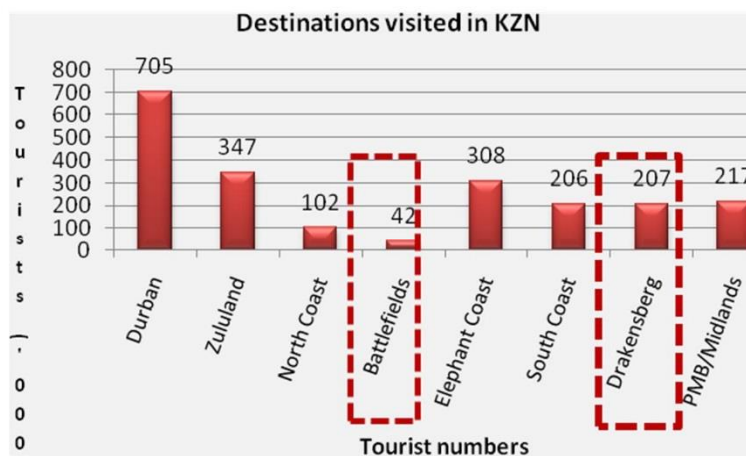
Figure 7: Destinations visited by the foreign tourism market



Source: KZN Tourism Statistics brochure 2010

The primary attractions that currently draw tourists to the Emnambithi/Ladysmith Municipality are the Battlefields, Drakensberg and flow-through tourists travelling to the coast (or interior). Figure 7 indicates the most popular destinations visited by foreign tourists in KZN. Research conducted by Tourism KwaZulu-Natal indicates that 27% of KwaZulu-Natal's overseas and African 'air departures' market primarily visited the Drakensberg and 7% the Battlefields in 2009.

Figure 8: Destinations visited by the domestic tourism market



Source: KZN Tourism Statistics brochure 2010

According to figure 8, it could thus be estimated that approximately 412 420 foreign tourists either visited or passed through ELM in 2009 to the above destinations. In terms of the domestic tourism market, it could be estimated that 249 000 domestic tourists either visited a destination within ELM, or passed through the area (refer to figure 2).

ELM experiences tourism development through the emphasis on historical, cultural and eco-tourism. The ELM has commissioned the Tourism strategy in order to realize the full potential of tourism given that the sub-region is under achieving in terms of tourism development. The Tourism strategy attempt to position ELM in tourism development that will provide economic and social benefits to all the people of the ELM and tourism development will be conducted on a pro-poor and responsible tourism basis. The ELM area will not aim to be a destination in its own right but will form linkages with other primary destinations within its surrounding areas such as Okhahlamba.

Tourism products that have been identified during Tourism Strategy can be summarised as follows (Emnambithi/Ladysmith Municipality: Tourism Development Strategy 2006:54):

Cultural heritage: The ELM has unique roots founded in its association with Ladysmith Black Mambazo.

The Battlefields: Particularly relating to the Siege of Ladysmith and the improvement of existing products from an interpretive aspect.

Drakensberg: Particularly relating to Van Reenen and linkages with the Drakensberg Boy's Choir.

Wildlife and nature: The ELM has only recently seen growth in wildlife products, especially with the developments of Nambiti Conservancy, Emnambithi Game Reserve and the game reserve outside Colenso.

Rail tourism: TKZN has recently accepted a Rail Tourism Strategy for the province where Ladysmith forms a core railhead for trips into the Battlefields and Drakensberg. This option is not currently available in the municipality.

Events: The ELM has a limited number of events and no events strategy but the potential exists to use events as key marketing tools for tourism in the municipality. Transit: The ELM has a large transit market, especially in terms of foreign tourists, who pass through the area along the N3 and N11. Flow-through tourism is an important aspect of tourism in the municipality.

Business: The largest current source of domestic tourists to the ELM is business tourists. The number of business tourists to the municipality is relatively fixed, because industry within the ELM is the primary attractions for those visitors. However, there is a need to develop products and activities that can be enjoyed by these tourists during the evenings. Shopping and entertainment development within the ELM should be encouraged. In addition, if product development within the ELM is of a high quality standard and business tourists are able to enjoy the products during their stay then they may be encouraged to return on weekends with their families.

Scenic: There is a number of mountain passes that have not been marketed, nor has product been developed. These include Van Reenen, in particular, De Beers Pass and Collings Pass.

Adventure: Potential may exist in the mountain passes, wildlife areas and along the Tugela River. However, the lack of tourism resorts and tourism infrastructure deprives the tourism development in the Emnambithi area whilst tourists use the area as a bypass.

Industry

This sector is viable mainly by developing partnerships with private businesses to drive local manufacturing initiatives and develop a programme that will guide the Municipality on how to retain existing manufacturing businesses and attract new businesses into the area by implementing incentive schemes. There are three main industrial clusters in Emnambithi/Ladysmith Municipality, namely, the Nambithi Industrial Area, Ezakheni Industrial Estate and Danskraal Industrial Area.

Ezakheni Industrial Estate is run and operated by Ithala, and lies approximately 16km from the town centre. There are roughly 50 manufacturers located within the industrial park. Some of these manufacturers include Defy Appliances, Sterling Footwear, Canvas & Tent, CYP Packaging, Derlon Textiles and Evertrade Feeds. Around 40% of the businesses manufacture textiles, clothing and footwear. The remaining industrialists manufacture a variety of products such as office equipment and stationery, tents, safety materials, cardboard and cardboard boxes, plastic mouldings, kitchen appliances, animal feed, and packaging materials and bags.

The Danskraal industrial area is situated along Helpmekar Road, approximately 4km from the town. Within the Danskraal industrial area there is a variety of manufacturers ranging from clothing and textiles to plastics and bread making. Some of the manufacturers in this area include Sasko Milling, Lasher Tools, Dunlop, Zorbatex, Northern Natal Plastics, and Durban Overall.

The Nambithi Industrial Area lies approximately 2km south-east of the town centre. It is home to a variety of manufacturers such as Distell, Roll Print Labels and Chep SA.

The LED Section has a Business retention and Expansion Programme in place that is enabling interaction between all stakeholders in growing the economy of the region.

Pieter's Industrial Park

The Peter's (Ezakheni) industrial area is situated approximately 16km from Ladysmith CBD, between Hillside and the residential areas of Ezakheni. It is bordered by the P333 to the north, the P325 to the east and the P319 to the south. According to iThala, the total land area of the estate is approximately 630ha, of which 27ha is under roof. Recent vacant site listings for this area by Ithala, indicates that there are 23 sites or approximately 2.7ha of industrial land available for lease (<http://www.ithala.co.za/>). The current occupancy rate of the industrial estate is approximately 78%.

Ithala manage and operate the area and there are roughly 50 manufacturers located within the industrial park. Industrial activities include Defy Appliances, Sterling Footwear, Canvas & Tent, CYP Packaging, Derlon Textiles, and Evertrade Feeds. According to the ELM Manufacturing Strategy (2010), around 40% of the businesses manufacture textiles, clothing and footwear. The remaining industrialists manufacture office equipment and stationery, tents, safety materials, cardboard and cardboard boxes, plastic mouldings, kitchen appliances, animal feed and packaging materials and bags.

Danskraal industrial area

The Danskraal industrial area is situated approximately 4km from the CBD along the Helpmekaar Road and is approximately 141ha in size. The area houses a variety of manufacturers. These

include clothing and textiles, plastics and bread making. Some residents of this area include Sasko Milling, Lasher Tools, Dunlop, Zorbatex, Northern Natal Plastics, and Durban Overall.

Nambithi Industrial Area

The Nambithi Industrial Area lies approximately 2km south-east of the town centre. The area covers an area of approximately 121ha. It is home to a variety of manufacturers such as Distell, Roll Print Labels and Chep SA.

Trade and Commerce

The commercial sector in Ladysmith can be separated into the formal and informal sector. The formal sector is represented by formal businesses, operating from formal business premises in the CBD of Ladysmith and regulated by the Ladysmith Town Planning Scheme and by-laws.

The informal sector (traders/hawkers activities), on the other hand, are concentrated in the town of Ladysmith and is represented by informal traders, operating from temporary structures and concentrated in the downtown area (along the taxi ranks at Ayle Street) and in townships. As a result of the increase in informal trading, the municipality has developed the Informal Trading Policy, which enables the traders to be registered with the municipality for their operations and also regulate informal trading within the Emnambithi town. Among the issues identified in the Informal Policy are the zones or streets whereby the hawkers are permitted to operate. ELM also plays a major role in support of the Small Micro Medium Enterprises (SMMEs) and has established the Emerging Business Forum, which is meant to address challenges facing the Co-operatives and SMMEs.

The main commercial activities are concentrated in the Central Business District of Ladysmith. This area is dissected by Lyell Street (N11) and is defined as the area north and west of the Klip River with Walton and Keate streets to the west, the area up to Willis street in the north and business quarter north of the Ladysmith Railway Station up to Thomas and Cemetery Streets. The area is approximately 195ha in size and seems to be contained from further growth by the edge of the Klip River and the rail on the east and south, and by the developed suburban areas to the north and west. Land Use Management within the CBD is mainly controlled through the Ladysmith Scheme, but there are no measures are contained in the scheme relating to certain trading controls, landscaping and urban design priorities. Commercial and trade activities are also found within smaller settlements within ELM, but is mainly uncontrolled and in the form of spaza and tuck shops.

Mining

There a number of mining areas that has been identified within Emnambithi/Ladysmith Municipality. These areas have been dominant in years back and have contributed in economic development and in the creation of jobs for local communities. The LED Section is planning to revive the Colenso by trying to bring back vibrancy within the town and to assist the community.

Potential investors have approached the Municipality with the intention to establish a Coal Mining and Power station development in Colenso. The Local community and Municipality are supportive of a new development. Nearby town of Colenso such as Weenen and Escort allows for the use of local facilities including residential, commercial, industry and labour resources. The location of the proposed development is on the Tugela River which enables easy access to water and is

strategically vital location for Provincial transmission system load support. The existing infrastructure will be utilized.

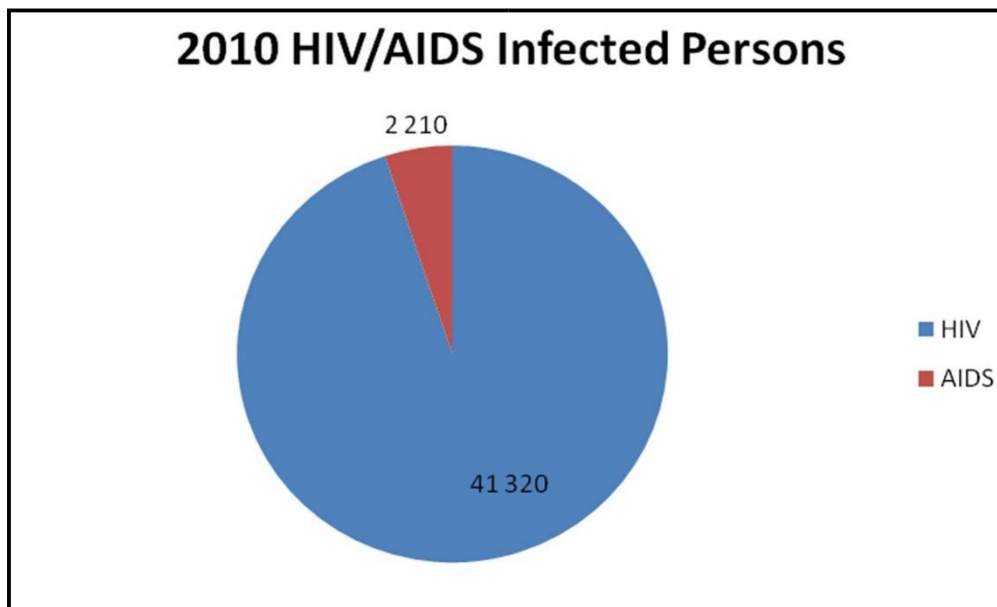
<u>STRENGTHS</u>	<u>WEAKNESSES</u>
<ul style="list-style-type: none">• Strategic location between Johannesburg and Durban• Pro-active municipality• Lots of available land for rural and commercial development• Possibility of development of a regional airport• Good road linkages between the N3 and N11	<ul style="list-style-type: none">• Lack of rural development initiatives• Weak co-operation and communication between local and district municipalities• Land owned by the Ingonyama Trust is a constraint to development• Lack of basic services such as water and proper sanitation, electricity, proper health care in the rural areas• Lack of agricultural infrastructure like irrigation systems, dipping tanks, tractors, seedlings, fencing for agricultural crops and animals• Implementation of policies , strategies and related to rural development• Access to finance for business and skills training for rural SMME's and small scale farmers• Lack of feasible transport plan in rural areas• land ownership in rural areas is unknown• Unemployment and grant/ social security dependency in rural areas is higher• Lack of art and cultural support which includes tourism and ecotourism• Shortage of information for development strategies in the rural areas• Ineffective communication between the Municipality and representatives of rural communities

<u>OPPORTUNITIES</u>	<u>THREATS</u>
<ul style="list-style-type: none"> • In most rural wards, there is land available for development and for agricultural purposes • Promoting local markets for people in rural areas • Development and implementation of rural development strategy • Prompting small scale farmers, small businesses are a important ingredient for income generation in rural areas • Promoting tourism and ecotourism in the rural areas and townships through funding and skills training and development • Promoting agricultural community projects 	<ul style="list-style-type: none"> • Capacity of rural funding • Lack of funding for promoting local markets , SMME's, Tourism and Ecotourism • Community participation since the comprehensive rural development programme requires the community to participate in building their own economy • Lack of infrastructure

HIV/ AIDS Prevalence

The HIV/AIDS pandemic in South Africa has become a key development issue, with strong spatial connections. This pandemic has only recently been acknowledged to have links with space and the economy and was previously dealt with separately. Studying the impact of HIV/AIDS, has shown that the issue impacts significantly on housing and the general space economy of an area. The increase spread of the disease will have a profound impact on the demand for housing and more importantly the overall design of housing settlements. These settlements will needs to be designed in such a manner that health care facilities are sufficient to deal with the increase in HIV/AIDS infected population and that they are sufficiently catered for cemetery space.

On a sociological side, the disease increases the demand for social services. In 2010, Emnambithi/Ladysmith Local Municipality had 41 320 people infected with Aids and 2 210 infected with HIV/Aids. This means that the municipality has less than 1% of the population infected with HIV/AIDS virus. **Figure 8: ELM HIV/AIDS PREVELENCE**

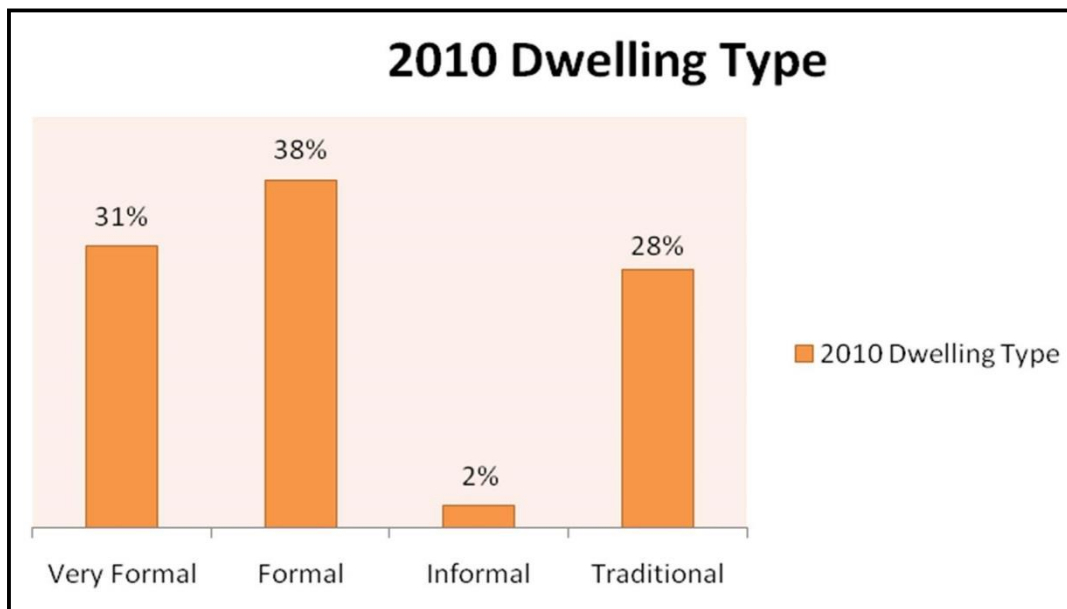


Source: *Global Insight & ELM (2011)*

Settlement Pattern

In 2010, the area of Emnambithi/Ladysmith had about 69% of its population living in brick house or formal houses. This figure was highly higher than the uThukela District which had about 41% of the population residing in brick houses. 28% of the local population resided in traditional structures, and this can be assumed to represent the rural population. The remaining 2% was dedicated to people who lived in informal structures.

Figure 9: DWELLING TYPE



Source: Global Insight & ELM (2011)

The graphic below indicates the percentage division of dwelling typology. As indicated more than 60% of the ELM population resides in formal structures which is a good indicator for poverty levels.

Environmental Analysis

Approximately 26% of the municipal area's land use is taken up by environmental areas. These consist of sensitive environmental areas (indigenous bush - 35 122.65ha) and high biodiversity areas (41 711.78ha). In addition to the above, the municipal area of ELM is characterised by a hilly, undulating landscapes, broad valleys, moderate and steep slopes, rolling hills and flat plains. The dominant landscape features are valley slopes and undulating hills. West of Ladysmith small dolerite koppies and steeper slopes of ridges occur. The West of the municipality has Koppies slopes of ridges.

ELM is situated at an altitude of approximately 1 015m above sea level with the Ladysmith town experiencing an average maximum temperature of 25°C and an average minimum temperature of 10°C. According to the State of the UThukela District Report (2007) the major air pollutants within the ELM are the Dunlop and Lasher Tools companies, but in general the air quality of the municipality is not in a poor condition.

In terms of the municipal major rivers system, the municipality has the following rivers bisecting it: Klip River and Sunday's Rivers and their tributaries. Both the aforementioned watercourses drain into the Tugela River which is the main water drainage within the region (uThukela Water Management Area). Currently there is only one formally protected area within the ELM, namely the Tugela Drift Nature Reserve.

Settlement Pattern

The settlement pattern in the ELM reflects the spatial imprints of the apartheid past, which continue to undermine efforts towards equitable development. Settlements vary

significantly in character and form themselves into a continuum of settlements ranging from highly urban and relatively dense settlements Ladysmith Town through to sparsely populated rural settlements located on predominantly agricultural land.

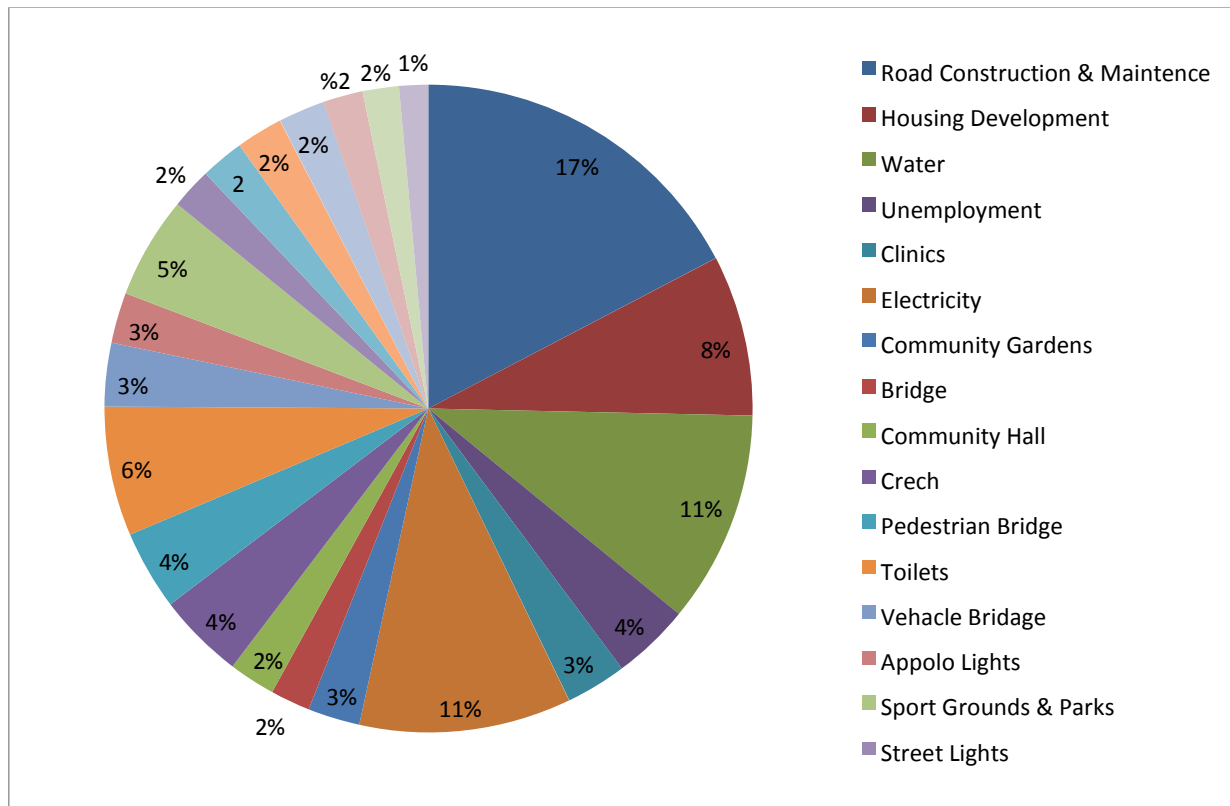
Settlements represent 4% of the land uses in ELM, which is a small percentage of geographical space. The majority of the urban settlements and population concentration in ELM is in the central and southern portions of the municipality. It includes the main urban complexes of Ladysmith and Ezakheni, as well as Colenso. These settlements are formalised urban areas, with Ladysmith being the main economic and administrative centre in ELM. Land uses within the main urban centres include residential, commercial, industrial and a range of other complementary land uses. These areas also provide a high level of social and infrastructural services. The settlement pattern in the ELM is distorted with the Ladysmith CBD being situated much closer to the more affluent western portions of the ELM, resulting in the poorest residents from the outlying areas having to travel the longest distances, and the wealthier people in the municipality living closest to the most desirable economic and social opportunities.

Land Tenure and Land Ownership

There is no land tenure upgrading projects that have been initiated within Emnambithi/ Ladysmith Municipality. However it is evident that the scope of this initiative would need to be explored within some parts of the municipal area. This would probably include the upgrading of land tenure rights into freehold ownership for the households that currently reside informally on state land within Colenso and outside of Ezakheni Township. There are a number of informal settlements that have occurred within some of the privately owned farms around Peacetown and Driefontein. There is a need to upgrade land tenure in these areas.

The land ownership pattern within Emnambithi/ Ladysmith Municipality demonstrates a dominance of private ownership especially within economically active areas and regions of the municipality. This is evident from urban areas such as Ladysmith town, Colenso retail hub as well as the commercial farms located along Matiwanoskop and Jonono areas within the northern parts of the municipality.

An aggregation of ELM ward needs analysis revealed that the following key priority services were identified as being needed by most communities members in their order of hierarchy.



As indicated, road construction and maintenance is the most needed service delivery by the community, followed by water and housing. Even though the latter are not a function of the municipality, but that of the District and Provincial Department respectively, ELM still has a fundamental role to play in the facilitation of the provision of these services.

Concluding Remarks on Situational Overview:

1. In 2013, there were 279 288 in ELM of which 53% of them were females and 47% male.
2. 70% of this population was observed to have educational levels below a matric certificates and the remaining portion were divided between those with university Degree, Diplomas and Certificates.
3. Approximately , 23% of the municipality's households earn an income level below R418 per month which is the new income poverty indicator as per the National Planning Development Plan for 2020.

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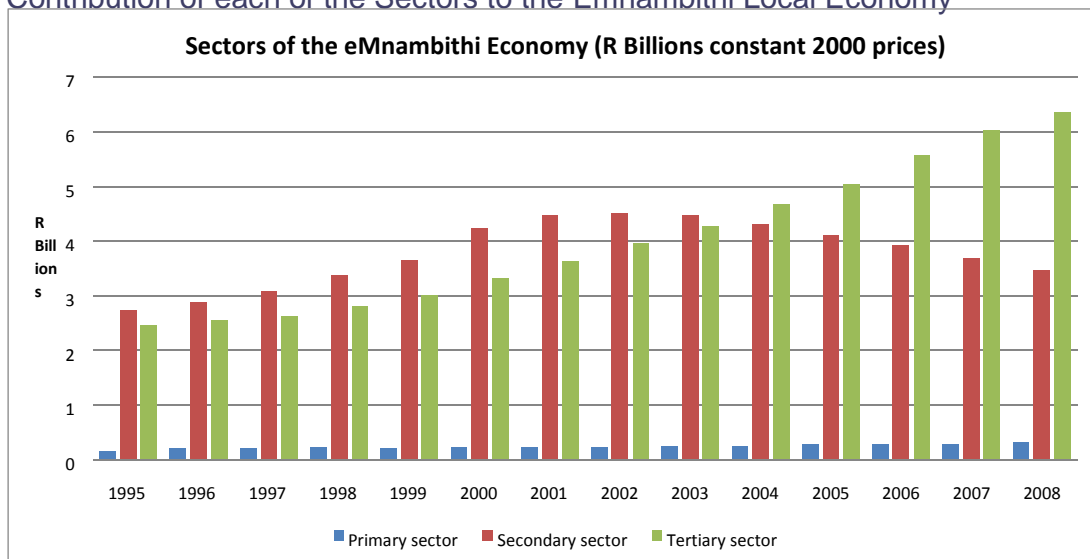
4. In 2010, 146288 people were eligible for employment (15-64 years old). Of these people, 30% were employed, 29.3% were unemployed, and 40.6% were not economically active.
5. Approximately 26% of the municipal area's land use is taken up by environmental sensitive areas

ELM Economic Sector (Statistics)

Currently Emnambithi/Ladysmith through Performance Management evaluates the impact made by the strategy to the receiving area. There are three different sectors that constitute the economic viability of Emnambithi/ Ladysmith.

Graph below displays the contribution of each sector to the total output of the ELM, which is displayed in Rands (Billions in constant 2000 prices):

Contribution of each of the Sectors to the Emnambithi Local Economy



Source: Quantec Database & Urban-Econ (2011)

The primary sector which consists of agriculture, fishing & forestry and mining & quarrying, contributes the least to total production output, with a value of approximately R327 million in

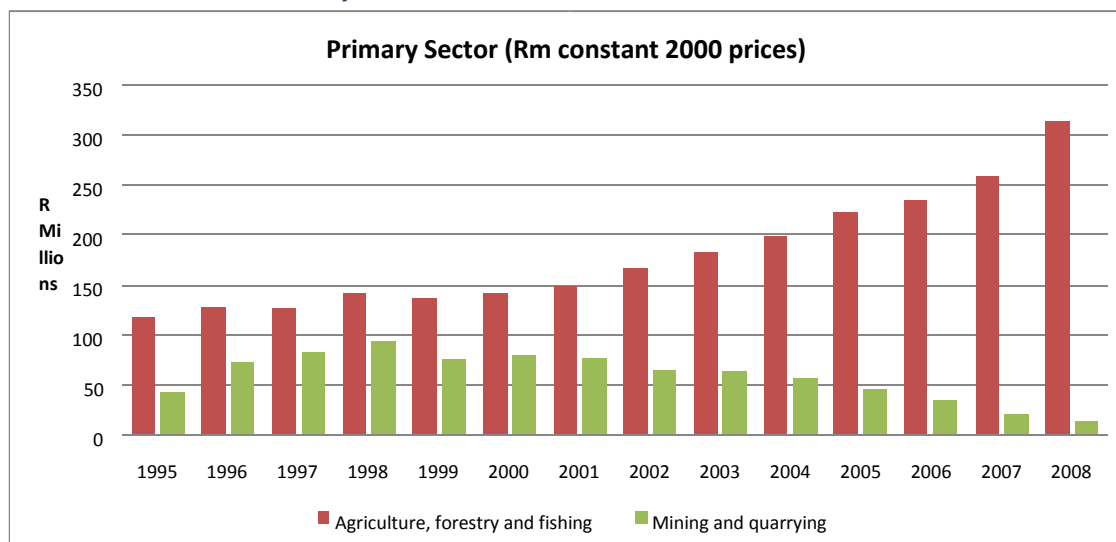
2008. The secondary and tertiary sectors contribute much more to total output in the municipality, although since 2001, the secondary sector has declined substantially, with the tertiary sector continuing to increase exponentially since 2001.

The secondary sector contributed approximately R3.4 billion in 2008 in comparison with 2001/2002 when it contributed about R4.5 billion to total output. The tertiary sector more than doubled between 2001 and 2008, contributing approximately R6.3 billion to total output in 2008, up from R3.6 billion in 2001.

This indicates that municipal policy should provide support for the further development of the rapidly increasing tertiary sector, while placing emphasis on strengthening and growing the declining secondary sector. The primary sector will continue to contribute only a small portion of total output, but should be enhanced and strengthened to ensure that its contribution too can grow in the medium term.

Graph on the following page displays a breakdown of the primary sector into its components, namely, agriculture, forestry and fishing; and mining and quarrying:

Breakdown of the Primary Sector in Emnambithi



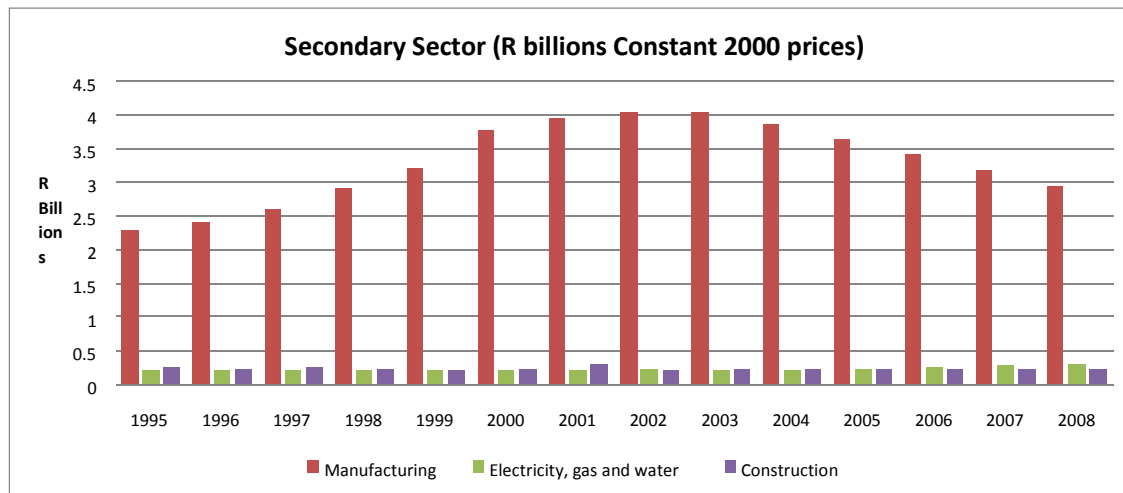
Source: Quantec Database & Urban-Econ (2011)

Agriculture, forestry and fishing (although fishing would not be included) has grown substantially since 2001, contributing 96% to total primary sector output in 2008, with a value of approximately R314 million. This sector has experienced an average annual growth rate of 11% between 2001 and 2008, which indicates the potential to enhance this sector.

Mining and Quarrying has declined considerably since 1998 due to the decline in the coal mining industry in that region, down from a contribution of R93 million in 1998, to approximately R13 million in 2008.

Graph below displays the contribution of each of the sectors within the secondary sector:

Breakdown of the Secondary Sector in Emnambithi



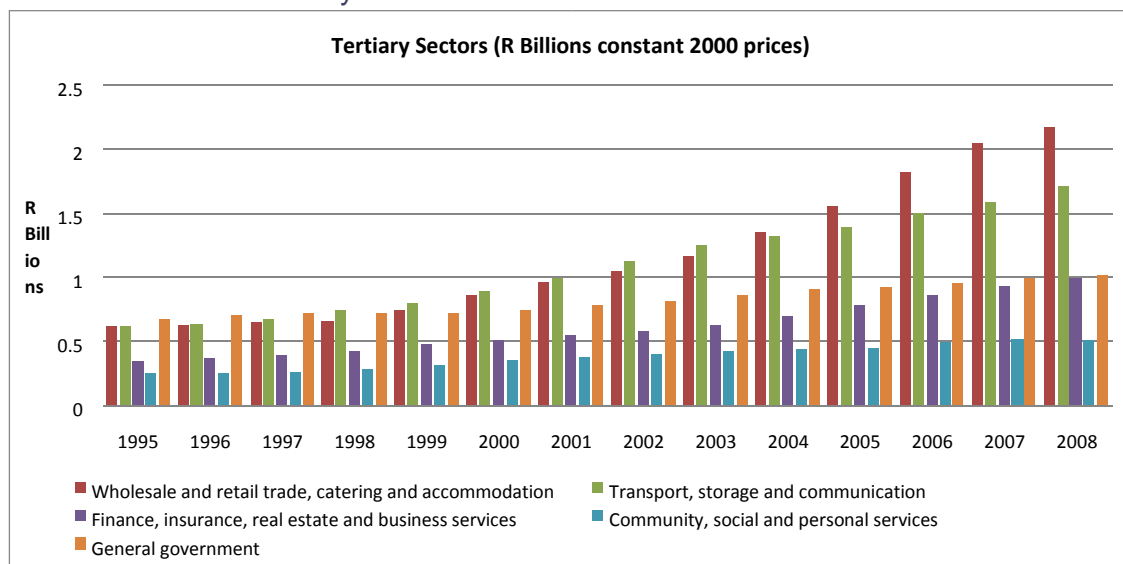
Source: Quantec Database & Urban-Econ (2011)

Most notable is the decline in the manufacturing industry since 2001/2002, with an average annual growth rate of -4% since 2001. Due to the large contribution of manufacturing to the total secondary sector production output values, this confirms why there has been a decline in the entire secondary sector since 2001. Manufacturing has decreased from approximately R4 billion in 2002 to approximately R2.9 billion in 2008, and is a sign of concern given that it is the single largest contributor to the entire Emnambithi local economy.

In terms of electricity, gas and water, production output has increased from approximately R200 million in 1998, to about R300 million in 2008. The construction industry has declined from its high of R306 million in 2001 to about R234 million in 2008.

Graph; below displays the breakdown of the tertiary sector into its main sectors:

Breakdown of the Tertiary Sector in Emnambithi



Source: Quantec Database & Urban-Econ (2011)

The dramatic increase in the total tertiary sector's production output which was discussed previously can be attributed to high growth in the wholesale, retail, catering and accommodation sector, as well as the transport, storage and communications sector. These

sectors grew at an annual growth rate of 12% and 8% respectively since 2001, to an output of approximately R2.1 billion and R1.7 billion in 2008 respectively, with wholesale, retail, catering and accommodation almost overtaking manufacturing as the largest contributor to the Emnambithi local economy.

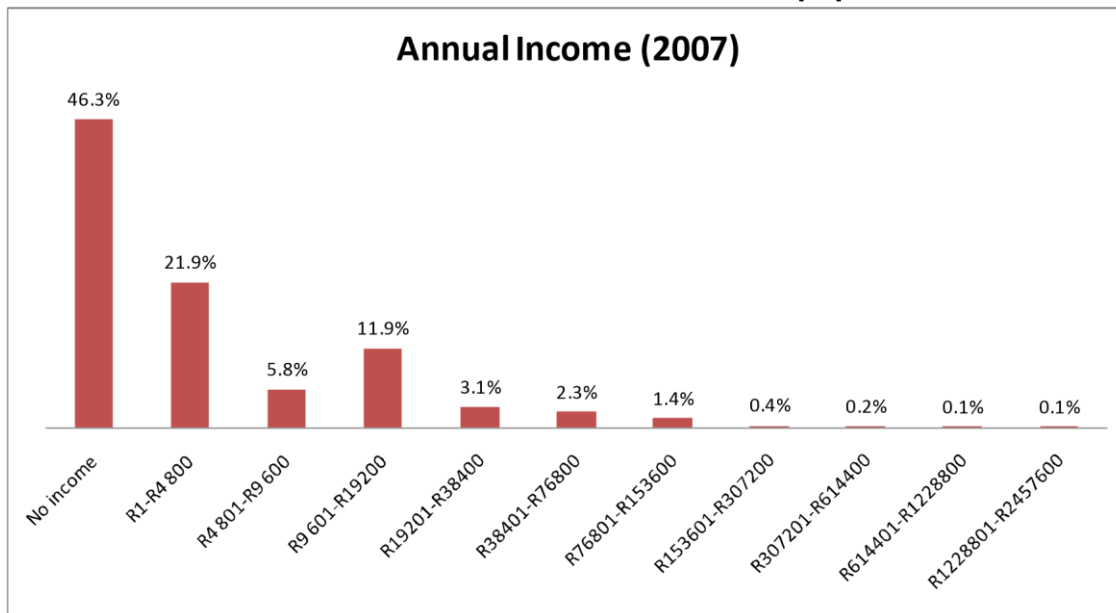
There has also been substantial growth in the finance, insurance, real estate and business services sector, reaching an output contribution of approximately R980 million in 2008. This indicates an average annual growth rate of 9% since 2001. Community, social and personal services, as well as general government services has both experienced average growth of between 4 and 5% since 2001, contributing R500 million and R1 billion to total output in 2008 respectively.

In conclusion, the above sector analysis identifies the sectors that have experienced substantial growth in the past few years, as well as those sectors that have declined but have the potential to grow in the medium to long-run.

Wholesale, retail, catering & accommodation; agriculture, fishing & forestry; finance, insurance, real estate and business services; and transport, storage & communications and are sectors which have shown the most positive grow, while sectors such as manufacturing have declined substantially, and need to be supported to enhance its grow prospects, as it is currently the largest contributing sector in the local economy.

7.5. Income Profile

The graph on the following page displays the annual income profile of the Emnambithi population in 2007:**Annual income distribution of the Emnambithi population**



Source: Quantec Database & Urban-Econ (2011)

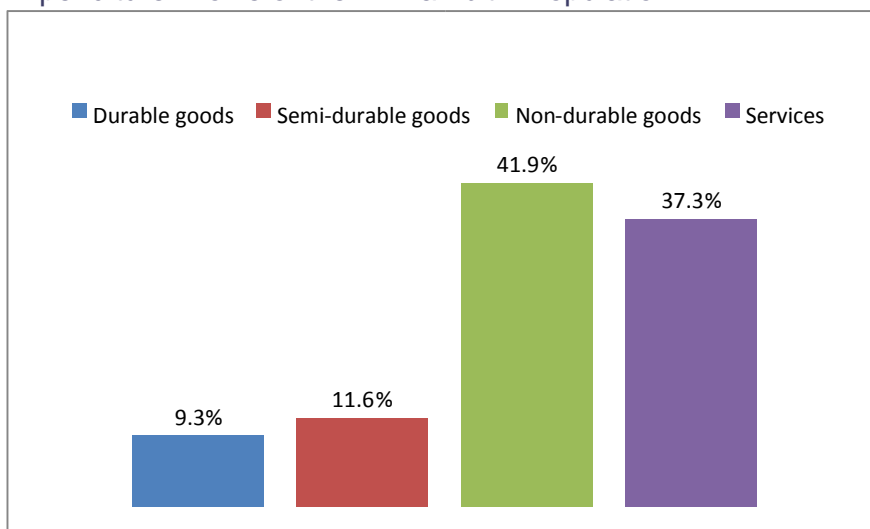
46.3% of the population do not earn an income. This is consistent with the age distribution presented earlier which indicates that a large portion of the population of over or under the working age (39.7% of the population is under the age of 14 or over the age of 65).

Almost 22% of the population earns between R1-R4800 per year, which is less than R400 per month. Almost 6% of the population earn between R4800-R9600 per year while 11.9% earn between R9600-R19200 per year. This indicates that 39.6% of the income earning population earn below R1600 per month. Only 7.5% of the population earn over R1600 per month, which indicates that a large percentage of the Emnambithi/Ladysmith population is living in poverty.

7.6. Expenditure Profile

Graph on the following page displays the expenditure profile of the population broken down into the four main expenditure categories, namely, durable goods, semi-durable goods, non-durable goods, and services:

Expenditure Profile of the Emnambithi Population



Expenditure Profile (2007)

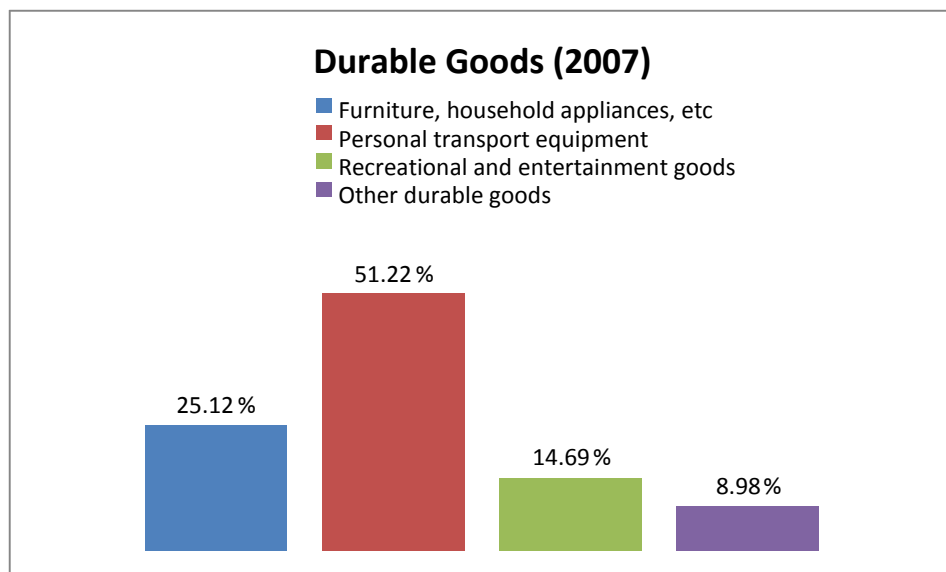
Source: Quantec Database & Urban-Econ (2011)

Non-durable goods (i.e: food, beverages) contribute 41.9% to total expenditure, with services (i.e: rent, transport) contributing 37.3%. Durable goods (i.e: vehicles/furniture) only contribute 9.3% to total expenditure while semi-durable goods (i.e: clothing, household accessories) contribute 11.6%.

This indicates that the majority of expenditure is being channelled towards the necessity items such as food, and necessity services such as rent and transport. The above categories are broken down into greater detail below.

Graph 10 below displays the breakdown of durable good purchases. Personal transport equipment (i.e: vehicles, motorbikes) contributes 51.22%, while furniture & household appliances contribute 25.12%. Recreational, entertainment and other durable goods contribute to the remainder of durable expenditure.

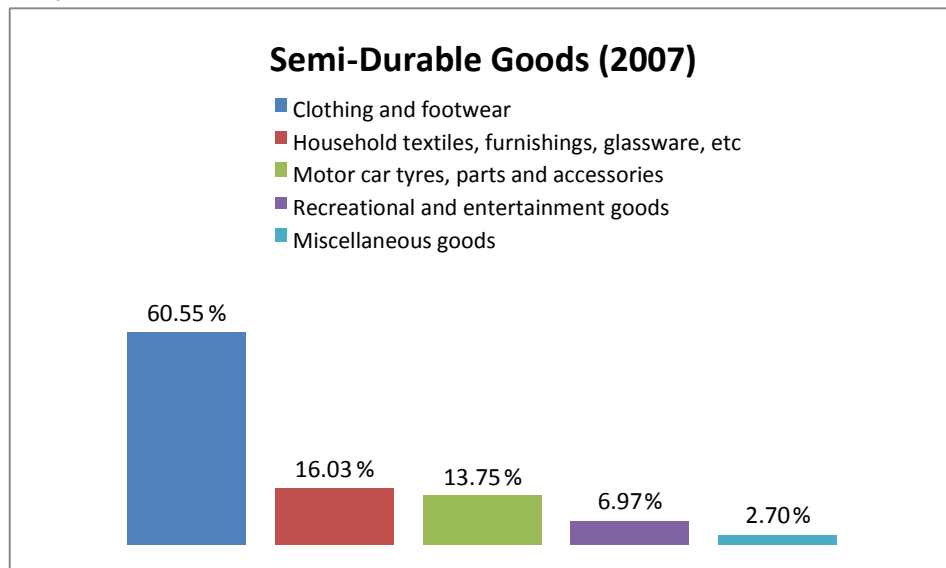
Breakdown of Durable-Goods Purchases in Emnambithi



Source: Quantec Database & Urban-Econ (2010)

Graph 11 below displays the semi-durable expenditure category. 60.55% of purchases are clothing and footwear, while only 16% is on household textiles, furnishings and glassware, and 13.75% is on motor car tyres, parts and accessories. The remaining 9.67% of semi-durable expenditure is on recreational and entertainment goods and miscellaneous goods.

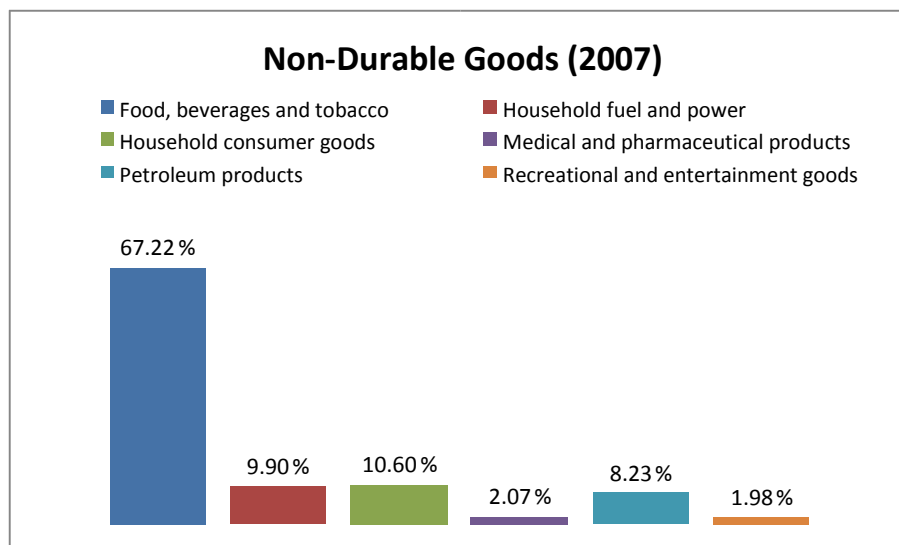
Graph 1: Breakdown of the Semi-Durable Good Purchases in Emnambithi



Source: Quantec Database & Urban-Econ (2011)

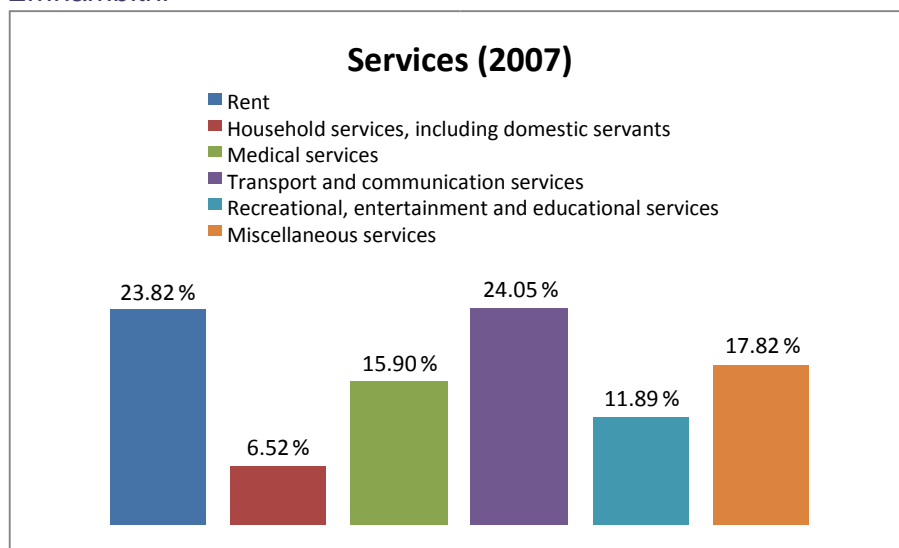
Graph 12 below displays the breakdown of non-durable goods. Over 67% of expenditure in this category is on food, beverages and tobacco. Household fuel and power, and household consumer goods contribute just over 20%, while petroleum products contribute 8.23%, medical and pharmaceuticals products contribute 2% and recreational and entertainment goods contribute almost 2%.

Breakdown of Non-Durable Good Purchases in Emnambithi



Source: Quantec Database & Urban-Econ (2011)

The final expenditure category is services. Graph below displays the breakdown of the services category into its major components. [Breakdown of Service Expenditure in Emnambithi](#)



Source: Quantec Database & Urban-Econ (2011)

Rent and transport & communication services contribute a similar amount to service expenditure with 23.8% and 24% respectively. Medical services (i.e: doctors, clinics) contribute 15.9%, while household services only contribute 6.5%. Recreational, entertainment and educational services contribute 11.8% while miscellaneous services contribute 17.8%.

In conclusion, non-durable goods and services contribute to almost 80% of total expenditure, with the main components consisting of food, beverages and tobacco (28% of total expenditure), rent (8.9%), and transport & communications services (9%).

IN-DEPTH ANALYSIS OF SECTORS

The Agricultural Development Sector

Within this sector Emnambithi/Ladysmith Municipality produces goods approximately 4100kg of butternuts, potatoes, tomatoes, brinjal and cabbages. All the produce are sold to smaller markets and some distributed to Sukuma Sakhe project, these produce are not enough for bigger markets. Predominantly these produce are obtained from Engunini (Ubumbano Trust), Mathews Farm and Colenso (Egugwini Trust). At the moment our co-operatives are preparing their grounds for cultivation that will start in August in the year 2012.

There exists a platform for opportunities within the Emnambithi/Ladysmith Agricultural sector.

These opportunities include;

- Bulk fresh production which will provide a sustainable market
- Most of our farmers are situated on busy national routes – they can create their own market for people driving past

This sector in ELM serves for different reasons **(Objectives)**

- Bulk vegetable production – increase production to cater for larger markets
- Empowering women in rural communities – encouraging women to participate in crop and livestock farming
- Proper use of arable land – cultivation and planting for our new co-operatives
- Develop a community outreach programme for food security – roads shows where we encourage communities to get involved in producing vegetables and broiler farming, communicate with ward councilors to obtain a list of individuals that require assistance with starting or maintenance of their food security projects, conducting workshop where different departments / stakeholders will be involved.
- Sustainability of livestock farmers - provide grazing camps, assist with bales and constructing dip tanks in their areas

Goals

- Sustainable markets
- Commercialization of farms (from primary sector to the secondary sector) hence increasing economy of Ladysmith and to attract national, provincial and regional markets
- Ensuring good nutrition for families around the Ladysmith area through farming

Challenges

- Funding – most of our agricultural co-operatives are funded by the Municipality and usually the funds are not enough to develop them into sustainable farmers.
- Infrastructure – access roads, irrigation, electricity – most of the emerging are from rural areas and the above are not accessible
- Warehouses for storage of produce – this will assist farmers to keep their produce fresh before being transported to markets and will reduce pressure of having to harvest on the day they are supposed to deliver to markets
- Security - equipment for our farmers is being stolen or vandalised

- Cultivable land – it owned by the private sector, the land owned by emerging farmers is too small in scale, only allows growth of one crop, cannot afford fertilizers for other crops
- Grazing camps – not enough, the camps owned by the Municipality have less grass and too many rocks, the Department of Land Affairs is not doing enough
- Labour – our farmers have poor financial and business management skills hence they cannot have sustainable jobs being created
- Communication between ward councilors and officials – the ward councilor and committee hold the information for all the food security gardens in their wards whether in schools, clinics or homes

Remedial Actions

- Registration of our projects with CIPC and SARS, provide working space for them, referral to institution like SEDA where they will have their business plans done so they will be able to apply for their own funding. When the projects receive the funding from funding institutes they can be able to afford to put their infrastructure in place.
- Reservoir tanks for irrigation, our Engineering needs to get more equipment for constructing access roads.
- Liaising with the Department of Agriculture and Land Affairs will assist to identify arable land and suitable grazing camps.
- Business and financial management skills training for our farmers.
- Ward councilors must release the information to the relevant people (officials) so that assistance will be given to those individuals.

Action Plans

- Registration of co-operatives with CIPC and SARS, in-order to be provided with working space and referral to institutes where they will get their business plans and referrals to business institutes so that they can apply for their own funding. With funding the co-operatives can develop their own infrastructure (irrigation, electricity, access roads etc.)
- Empowering women in the rural areas to acquire entrepreneurial skills in agriculture. The women can be trained with broiler farming, egg-laying farming, pig farming, goat farming and crop farming skills.
- Mentorship for all our co-operatives while training them in business, financial and marketing skills.
- Cultivation and planting of agricultural co-operatives for the bulk production of non - sensitive vegetables. Our co-operatives are producing less than the amount of land they have, which is why their market is not sustainable. Most markets prefer to stick with reliable producers which are why we want to produce more than enough for those big markets.
- Construction of a hydroponic greenhouse for the bulk production of sensitive crops (tomatoes etc.) with co-op driven management. The greenhouse will attract local markets therefore increasing the economy of Ladysmith.
- Preventing cattle loses and increasing market value of cattle – most of our farmers rely on cattle farming for food security but each year their cattle die due to diseases and shortage of food. Construction of dip tanks and making of grass bales around the areas

where there is a concentration of cattle farmers. The Municipality can liaise with the Department of Land Affairs with securing grazing camps for those livestock farmers.

- Development of a food security programme – roadshows to be held at rural communities to encourage them to venture into crop / broiler farming for food.

Financial Viability and Management Analysis

- Emnambithi/Ladysmith Municipality Financial status has been well managed since 2009/10 to 2011/2012. The Municipality's main source of revenue is from Electricity and Property Rates and collection of Revenue needs to be improved in order to ensure sustainability of the Emnambithi/Ladysmith Municipality.
- Capital Expenditure Performance has been constant ranging at 50% and needs to be improved to at least 90% so as to minimize unspent capital grant. Most projects planned and budgeted for in 2013/2014 have been adjudicated so that they can be implemented at the beginning of the next financial year. This is one of the measures taken to minimize unspent grants.
- The municipality has an indigent policy as well as rebate for pensioners and disabled persons and in terms of Revenue enhancement there is a discount on arrears that is done every year to try and recover debt from consumers which is also sufficiently covered in the financial budget. The municipality also have incentive drives and policies for Revenue enhancement. The cost of indigence is reflected on the financial statement and the rate of indigents has been stable.
- Grants and Subsidies are included in the budget statement. On the issue of Municipal Infrastructure Assets and Maintenance the municipality has appointed a consultant to assist in improving its maintenance plan and it has also been budgeted for and covered on the Asset Register. Currently Emnambithi/Ladysmith Municipality has two loans, one finishes in month of June 2013 and there are no plans to take loans in the near future.
- The municipality's credit rating is outdated due to budgetary issues. Employee related costs are covered in Municipal Savings.
- The municipality has a sound Supply Chain Policy and to make it more effective a Procurement Plan has also been designed to ensure spending of the budget. For the past three years the municipality has obtained an unqualified opinion and the aim is to get a clean audit.
- Financial Plan

PLANNED/PRIORITIZED PROJECTS

Name of Project (Preparation Funding Stage)	Subsidy Instrument	No. of Subsidies	Status of Bulk Infrastructure	Land Owner
SADERS FARM	PLS Greenfield	1000	Boreholes in place	Private. In process of purchasing
THEMBALIHLE	PLS Slums	1,000	<ul style="list-style-type: none"> No commitment from D.M R2.5 required to install the rising sewer main 	Council
COLENSO/EZAKHENI C	PLS Greenfield	250	<ul style="list-style-type: none"> No commitment from D.M 	Council
MNTHANDI (Pieters)	PLS Slums	500	<ul style="list-style-type: none"> Water works to be upgraded in 2009/10 FY 	Ingonyama Trust
ZWELISHA	Insit-u- upgrade	1000	No commitment from D.M. Discussion undetway with District Municipality	Private sale. In process of purchasing.
BESTERS	PLS Greenfield	800	<ul style="list-style-type: none"> No commitment from D.M 	Land restitution

LOMBARDSKOP	Insitu-Upgrade	1000	No commitment from D.M	Private sale. In process of purchasing.
KIRKINTULLOCH	Insitu-Upgrade	1000	Boreholes in Place	Private sale. In process of purchasing.
CRIMIN	Insitu-Upgrade	600	Boreholes in Place	Land restitution
STEADVILLE AREA K	Insitu-Upgrade	1000	Negotiating with Uthukela District	Private-sale. In process of negotiating.
ROOSBOOM	Infill housing project	1000	Boreholes In place	Private owned/trust
EZAKHENI D	PLS reenfield	400	Serviced sites discuss capacity with uthukela	Council
Eastgate	Midlle income(FLI SP)	200	Site has bulk infrastructure	Private
				Private

ELM SUMMARY OF 2011 AUDITOR GENERAL REPORT

During the 2011 Audit, the AG found the following queries regarding the ELM functioning, however the municipality received an **unqualified audit** and this has been the track record of the municipality since the last three year:

Issue 1- Performance Management

Findings:

- Non alignment between the IDP, Organisational Scorecard and SDBIP. AG raised a query where what was on the predetermined objectives of the IDP were not on the organisational scorecard/SDBIP, and vice versa, what was on the scorecard/SDBIP was not on the IDP
- Non-compliance with any PMS regulations or legislation. Example: key submission dates not met, performance of service providers, targets not smart, not specific, measurable, accurate, reliable and time bound
- Lack of supporting documents. Where information reported on the SDBIP's, could not be supported with adequate proof

Way Forward/Action Plan:

- The Predetermined Objectives of the IDP must be aligned to the Organisational Scorecard and SDBIP. After visiting municipalities like Umshezi etc, it was recommended that this should be a (copy and paste exercise), PDO of the IDP must be the same as the OS and SDBIP.
- There should be 100% compliance with Performance Management Regulations and legislation. Basically this means that there should be a PMS compliance checklist to ensure key timeframes are met, and PMS regulations and legislation are strictly adhered to
- Performance Information must be realistic, accurate, useful and reliable. Performance information reported on, must be relevant and relate to the target and indicator being measured. Most importantly, a portfolio of evidence file must be maintained with appropriate and adequate supporting documentation – information must be verifiable

ISSUE 2: INFORMATION TECHNOLOGY

Findings

- Information Technology Governance which deals with SLA's and monitoring of service provider performance.
- There should be restricted access of unauthorised users

- There were certain IT policies that were not in place or inadequate
- The municipal backup and disaster recovery plans are not adequate
- The different system softwares are not properly interfaced

Way Forward

- SLA'S with software service providers should be signed and reviewed annually
- All password settings and user accounts to be reviewed to restrict unauthorised access of users
- All IT policies to be developed and implemented
- A Business Continuity Plan should be developed and implemented to ensure that there will be regular disaster recovery and backup testing

ISSUE 3: EMPLOYEE RELATED MATTERS

Findings:

- Excessive Overtime - no monitoring mechanism by HOD's. There's the risk that the overtime issue if not managed properly could lead to non compliance with basic conditions of service
- Staff and councillor termination policy which will ensure that before officials or councillors exit the municipality, all municipal assets like laptops and cellular phones would be returned, and no other debt is owing by them.
- There has been a large increase in staff turnover. This creates instability within the organisation.
- MFMA minimum competency levels not adequately assessed

Way forward

- There should be strict monitoring mechanisms to reduce overtime
- The staff and councillor termination policy should be urgently developed and implemented.
- All critical posts should be filled urgently to ensure organisational stability
- In terms of the circular on minimum competency assessment, staff should undergo the minimum competency assessment. thereafter a plan of action should be developed on how the municipality aims to train all staff to meet the requirements.

ISSUE 4: FINANCIAL MANAGEMENT

Supply Chain Management (SCM)

Findings:

- In terms of SCM one of the main issues are non compliance with SCM legislation or regulations which results in irregular expenditure.

- Other issues are application of the 80/20 and 90/10 point system during the tender process and suppliers in the service of the state

Way Forward

- The only way forward is 100% compliance with THE SCM Policy, regulations and legislation

Material Misstatements in the Annual Financial Statements (AFS)

Findings

- The findings there were Material Adjustments made to the AFS
- Furthermore some Figures in the AFS did not reconcile to the Trial Balance and General Ledger

Way Forward

- All reconciliation should be prepared on a monthly basis
- Furthermore compliance checklist should be implemented and reviewed on a monthly basis
- Last year we produced biannual financial statements, another way forward would be to move towards quarterly and then the perfect scenario would be to produce monthly financial statements

Fixed Asset Management

Finding

- This is a major issue where the fixed asset register and reconciliation did not agree to the AFS – this could lead to a qualified audit opinion

Way Forward

- There should be monthly asset reconciliation conducted
- and at all times there should be an up to date fixed asset register

Other issues

Electricity losses – this query has been raised in the last two years AG report – as much as the loss percentage is below the norm of 8% - the rand value if material would result in an auditor general query

Way Forward

- The percentage and rand value of electricity losses should be monitored
- There should be a plan of action in place to reduce electricity losses

Below is an action plan for audit queries which is a mechanism for the municipality to respond to all queries from the Auditor General.

Findings	Action plan	Implementation Date	Accountable Executive	Status / Progress
<p><u>MATTERS AFFECTING THE AUDIT REPORT</u></p> <p>1. No Evidence of application of the 80/20 points system.</p> <p>AG RECOMMENDATION Management must monitor compliance with laws & regulations relating to procurement management. Eg compliance checklists.</p>	<p>The regulations/legislation with regard to SCM and contract management will be reviewed and complied with.</p>	01/11/2012	Acting Executive Manager Finance (CFO)	<p>Progress has been made. Invitation to quote for procurements between R30 000 and R200 000 was updated to cater for 80/20 points system and B-BBEE as per the PPPFA regulation. This has now been fully implemented.</p>
<p>2. Performance of external providers not reflected on annual performance report.</p> <p>AG RECOMMENDATION Management should ensure that the annual report includes performance of external providers as required by the MSA.</p>	<p>The Annual Performance Report for 2012/2013 will include performance of external service providers.</p>	31/08/2013	Manager: Performance Management	<p>The Annual Performance Report for 2012/2013 will include performance of external service providers.</p>
<p>3. Public Safety Objective – emergency relief – Targets not verifiable.</p> <p>AG RECOMMENDATION Management must ensure that adequate reviews of the annual performance report take place before submission for auditing.</p>	<p>All targets on the performance report should be verifiable and should comply with the SMART principles.</p>	31/01/2013	Executive Manager: Community Services / Manager Performance Management	<p>PMS will engage with COGTA and AG to ensure all targets are verifiable and should comply with the SMART principles.</p> <p>Furthermore onsite training will be attended at Ethekweni and Umshezi Municipality.</p>
<p>4. Discrepancies in annual financial statements – Property, Plant and Equipment</p> <p>AG RECOMMENDATION</p>	<p>All postings of journals will be checked, reviewed and approved by the FM to prevent incorrect postings in future.</p> <p>To ensure all final accounts are reconciled to the trial balance and</p>	31/01/2013	Acting Executive Manager Finance (CFO)	<p>All journals pertaining to PPE are prepared in the Assets Management Unit, checked and then reviewed and approved by the Finance Manager.</p>

Findings	Action plan	Implementation Date	Accountable Executive	Status / Progress
Management should ensure that in future accounts are reconciled to the trial balance and the AFS are adequately reviewed for completeness & accuracy.	the annual financial statements are adequately reviewed for completeness and accuracy prior to submission for audit.			
<p>5. Property, Plant and Equipment fixed asset registers do not agree to Annual Financial Statements.</p> <p>AG RECOMMENDATION Management should ensure that in future accounts are reconciled to the fixed asset registers and that the AFS are adequately reviewed for completeness & accuracy.</p>	<p>Monthly Assets reconciliation's will be compiled.</p> <p>The assets register will be updated regularly and reconciled to the General Ledger to ensure that all assets are accounted for.</p>	31/01/2013	Acting Executive Manager Finance (CFO)	The monthly reconciliations are in the process of being compiled. The fixed assets register has been updated on a monthly basis and all assets are bar – coded.
<p><u>COMPLIANCE</u></p> <p>6. Minimum Competency levels not adequately assessed.</p> <p>AG RECOMMENDATION Management must ensure that adequate progress towards finance and SCM officials achieving the minimum competency levels as required.</p>	<p>An assessment of the competence of all officials in the SCM process will be formally conducted.</p> <p>To clarify this matter with National Treasury before the next reporting period.</p>	31/01/2013	Acting Manager: Corporate Services	Training has been provided to 26 employees on Bid Committee Course
<p>7. Non Compliance with MFMA section 32(4)</p> <p>AG RECOMMENDATION The accounting officer must inform the Mayor, Mec for Local government & the AG for irregular, fruitless & wasteful</p>	A report on all irregular, fruitless, and wasteful expenditure and unauthorized expenditure will be submitted to the Mayor, MEC for local Government and the Auditor General on a monthly basis.	31/01/2013	Acting Executive Manager Finance (CFO)	The register for all irregular, fruitless and wasteful expenditure will be submitted to the Office of the CFO on a monthly basis and will be reported to the Municipal Manager, Mayor, MEC for Local Government and the Auditor General.

Findings	Action plan	Implementation Date	Accountable Executive	Status / Progress
expenditure and ensure that staff are aware of this reporting requirement.				
<p>8. No evidence of steps taken for the recovery of fruitless and wasteful expenditure.</p> <p>AG RECOMMENDATION The accounting officer must ensure that there are formal processes in place to investigate F & W expenditure.</p>	Management will ensure that a formal process to recover fruitless and wasteful expenditure is in place.	31/01/2013	Acting Executive Manager Finance (CFO)	<p>The Fruitless and Wasteful Expenditure Register is maintained and updated on a monthly basis.</p> <p>A formal process will be implemented to recover fruitless and wasteful expenditure.</p>
<p>9. Non compliance with regulation 2(1)(a) of GNR796</p> <p>AG RECOMMENDATION Management should ensure the IDP is adequately reviewed to ensure compliance with MSA (26)</p>	To ensure that the 2012/2013 IDP has the current, approved organogram attached to it.	31/01/2013	Acting Executive Manager: Development, Planning and Human Settlement	The 2012/2013 IDP has the current, approved organogram attached to it.
<p>10. Auditees to render assistance</p> <p>AG RECOMMENDATION The CFO should ensure that information is submitted to the auditors in a timely manner.</p>	To ensure that all information requested from the AG staff in future is given within the agreed upon timeframes.	On going	Acting Executive Manager Finance (CFO)	Section Heads will ensure that the two day time frame is met.

Findings	Action plan	Implementation Date	Accountable Executive	Status / Progress
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<p>11. Payments made to supplier not in accordance with contract conditions.</p> <p>AG RECOMMENDATION Management should ensure that payments made to suppliers in terms of a contract must be evaluated to the T&C's before payment is made.</p>	<p>To ensure that all payments to service providers must be evaluated to the terms and conditions of the contract before payment is made.</p>	31/01/2013	Acting Executive Manager Finance (CFO)	<p>The payment of contractors are made according to the appointment letter.</p> <p>Appointment letter is always attached to payment vouchers before payment is effected to ensure the terms and conditions of the contract are met.</p>
<p>12. Suppliers in service of the state</p> <p>AG RECOMMENDATION Management should implement controls to ensure that declarations of interest are obtained for all suppliers in respect of written quotations or bids.</p>	<p>To ensure that all suppliers and prospective suppliers complete the declaration of interest form before accepting their quotations.</p> <p>Management to consider if any fraud implications due to suppliers not honestly completing declarations.</p>	01/11/2012	Acting Executive Manager Finance (CFO)	<p>The Declaration of Interest Form is one of the documents that is a requirement for all suppliers that want to be registered on our database. If the supplier is not on our database, a declaration of interest form is still required to be completed before an order can be generated for the supplier.</p>
<p>13. Awards to persons in service of the state – employees of municipality</p> <p>AG RECOMMENDATION Management should consider following up with suppliers the reasons as to why declarations have not been completed.</p>	<p>To ensure that all suppliers and prospective suppliers complete the declaration of interest form before accepting their quotations.</p> <p>Management to consider if any fraud implications due to suppliers not honestly completing declarations</p>	01/11/2012	Acting Executive Manager Finance (CFO)	<p>The Declaration of Interest Form is one of the documents that is a requirement for all suppliers that want to be registered on our database. If the supplier is not on our database, a declaration of interest form is still required to be completed before an order can be generated for the supplier.</p>

Findings	Action plan	Implementation Date	Accountable Executive	Status / Progress
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<p>14. Non compliance relating to awards greater than R10 million.</p> <p>AG RECOMMENDATION Management should ensure full compliance with SCM regulations & consider the use of comprehensive checklists & enforce compliance with laws & regulations. Bid documents should request such info.</p>	<p>To ensure that all successful bidders submit their audited financial statements for the past 3 years to establish if they are financially stable and able to meet the requirements of the tender.</p>	31/01/2013	Acting Executive Manager Finance (CFO)	<p>This information is now requested from all successful bidders and if this information is not submitted no bid is to be awarded to that particular bidder who fails to submit. All bids that are more than R10 million and long term contracts are now advertised for 30 days.</p>
<p>15. Overstatement of Financial lease liability.</p> <p>AG RECOMMENDATION Management should review the finance lease calc's prior to submission for audit.</p>	<p>Finance lease calculations to be reviewed prior to submission of the AFS for audit.</p> <p>Staff members to understand the applicable framework.</p>	30/06/2013	Acting Executive Manager Finance (CFO)	<p>The lease calculations will be prepared and reviewed on a monthly basis.</p>
<p>16. Excessive overtime</p> <p>AG RECOMMENDATION Steps should be taken to ensure that the BCEA are complied with & overtime is monitored, controlled and approved to limit abuse thereof.</p>	<p>Management to monitor excessive overtime claims that exceed 40 hours as per the BCEA.</p> <p>Management to ensure overtime over 40 hours relates to disaster/emergency situations only.</p>	Ongoing	Acting Executive Manager: Corporate Services	<p>Overtime is being monitored by all HOD's and the Municipal Manager.</p>
<p>17. Overtime Schedule not monitored by Heads of department</p> <p>AG RECOMMENDATION The accounting officer should ensure that monthly overtime schedules are being</p>	<p>All HOD's to monitor and sign off overtime worked by their respective departments on a monthly basis.</p>	ongoing	All Heads of departments.	<p>Overtime is being monitored by all HOD's and the Municipal Manager.</p>

Findings	Action plan	Implementation Date	Accountable Executive	Status / Progress
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monitored by each HOD and should be signed as evidence of review.	All overtime to be prior approved by the municipal manager.			
<p>18. Deceased employee paid</p> <p>AG RECOMMENDATION Management must ensure that payroll certification is reviewed for employees whose services have been terminated & ensure they have been taken off the system. Any F & w expenditure should be followed up & recovered.</p>	<p>Termination Policy to be approved by council.</p> <p>Managers to timeously inform CS dept when employees are deceased to prevent incorrect payments.</p>	31/01/2013	Acting Executive Manager: Corporate Services	<p>Policy was submitted for discussion at</p> <ul style="list-style-type: none"> Support Services – 17 January 2013 EXCO – 24 January 2013 Council - 31 January 2013 <p>Policy was referred back at council meeting.</p>
<p>19. Appointments</p> <p>AG RECOMMENDATION Management should ensure that a policy is developed which addresses the job creation & temporary appointments to ensure that such appointments are made via approved processes.</p>	<p>To formulate a Job Creation Policy to address Job Creation and Temporary appointments.</p>	31/01/2013	Acting Executive Manager: Corporate Services	<p>Revised Policy was submitted for discussion at</p> <p>Support Services – 17 January 2013</p> <p>Policy was referred back by Support Services</p>
<p>20. Vacancy Rate increased</p> <p>AG RECOMMENDATION Management must ensure that the municipality has implemented HR management practices to ensure adequate and sufficiently skilled resources for proper service delivery.</p>	<p>Critical positions will be budgeted for during the approval of the budget.</p> <p>The Recruitment and Selection Policy is in place which will address this matter.</p>	On going	Acting Executive Manager: Corporate Services	<p>Policy was submitted for discussion at</p> <ul style="list-style-type: none"> Support Services – 17 January 2013 EXCO – 24 January 2013 Council - 31 January 2013 <p>Policy has been approved by council</p>

Findings	Action plan	Implementation Date	Accountable Executive	Status / Progress
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<p>21. Laptops not returned</p> <p>AG RECOMMENDATION Management to take reasonable steps to ensure laptops are recovered and the MFMA & Electronic communications Policy is adhered to</p>	<p>A Termination policy will be developed to address all issues with regards to staff leaving the employ of council.</p> <p>A register to be maintained with the dates taken and returned with signatures.</p>	31/01/2013	Acting Executive Manager: Corporate Services	<p>Policy was submitted for discussion at</p> <ul style="list-style-type: none"> Support Services – 17 January 2013 EXCO – 24 January 2013 Council - 31 January 2013 <p>Policy was referred back at council meeting.</p>
<p>22. Cellular Phones not returned.</p> <p>AG RECOMMENDATION The accounting officer should ensure that all cellphones are recovered when officials leave the municipality.</p>	<p>A Termination policy will be developed to address all issues with regards to staff leaving the employ of council.</p> <p>A register to be maintained with the dates taken and returned with signatures.</p>	31/01/2013	Acting Executive Manager: Corporate Services	<p>Policy was submitted for discussion at</p> <ul style="list-style-type: none"> Support Services – 17 January 2013 EXCO – 24 January 2013 Council - 31 January 2013 <p>Policy was referred back at council meeting.</p>
<p>23. Incorrect appropriation of Funds for expenditure</p> <p>AG RECOMMENDATION Management should ensure that expenditure is properly classified in the correct votes in order to ensure expenditure incurred in terms of the approved budget.</p>	<p>A monthly review on the processing of transactions in the different vote numbers will be carried out to ensure all transactions have been correctly posted.</p>	31/01/2013	Acting Executive Manager Finance (CFO)	<p>Orders are sent by the different departments/sections to SCM, the Senior Accountant then verifies if the correct line item is being utilised. If there is any uncertainty the budget office intervenes and ensures that the correct line item is used.</p> <p>Processes are now in place to ensure the correct usage of line items</p>

Findings	Action plan	Implementation Date	Accountable Executive	Status / Progress
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<p>24. Cell phone debts incurred for individuals who are no longer officials of the municipality.</p> <p>AG RECOMMENDATION The accounting officer must ensure that the resources of council are used effectively, efficiently and economically; unauthorized, irregular or fruitless & wasteful expenditure to be prevented & recovered.</p>	<p>A Termination policy will be developed to address all issues with regards to staff leaving the employ of council.</p> <p>A process to recover these debts will be implemented from the identified officials.</p>	31/01/2013	Acting Executive Manager: Corporate Services	<p>Policy was submitted for discussion at</p> <ul style="list-style-type: none"> • Support Services – 17 January 2013 • EXCO – 24 January 2013 • Council - 31 January 2013 <p>Policy was referred back at council meeting.</p> <p>MCM on the 15/01/2013 resolved that all outstanding monies will be dealt with through the Credit Control Policy and legal processes will be followed.</p>
<p>25. Property register not displayed on website.</p> <p>AG RECOMMENDATION Management should ensure that the property register is maintained on the website.</p>	The property register will be uploaded onto the municipal website immediately.	31/01/2013	Acting Executive Manager: Corporate Services / Economic Development and Human Settlement	The property register has been uploaded onto the municipal website immediately.
<p>26. Investment register inadequate</p> <p>AG RECOMMENDATION A staff member should maintain a detailed register of all investments held as well</p>	A senior official will ensure that the investment register is maintained accordingly.	31/01/2013	Acting Executive Manager Finance (CFO)	The Investment Register is updated and maintained on a monthly basis. Request for bank confirmations will be requested on a monthly basis.

Findings	Action plan	Implementation Date	Accountable Executive	Status / Progress
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reconciling the register to the general ledger accounts on a monthly basis.				
<p>27. Stores control account not reconciled to SAMRAS and unsupported journal entries posted.</p> <p>AG RECOMMENDATION Management to investigate discrepancies.</p> <p>-Proper reconciliation of stock listing.</p> <p>-Supporting documents for journal entries.</p> <p>-Adequate Internal Control over inventory.</p>	<p>Management to investigate all discrepancies.</p> <p>Management to ensure proper processing and classification of journals before processing.</p> <p>Management to ensure that all supporting documentation are maintained for journal entries.</p>	31/01/2013	Acting Executive Manager Finance (CFO)	The stores reconciliation has been done for the period July 2012 to November 2012. However there are adjustments that still need to be identified and corrected. No adjustments will be made without supporting documentation and approval by the Manager Finance
<p>28. Material under spending of grants thereby impacting on service delivery.</p> <p>AG RECOMMENDATION Management should ensure that all conditional grants are adequately monitored to ensure that conditions are met.</p>	Management to monitor conditional grant spending on a monthly basis to prepare progress reports with challenges and reasons to be submitted to the various oversight committees.	On going	All HOD's	On a monthly basis, all HOD's will receive a grant reconciliation which will indicate the status of their respective grants in order to monitor the spending of grants.
<p>29. Information technology governance</p> <p><u>AG RECOMMENDATION</u></p> <p>Management should review the GEOREALITY SLA to ensure that it adequately reflects the responsibilities of the services provider and negotiate with GEO-REALITY</p>	The SLA with Geo-Reality will be reviewed to ensure that responsibilities of the service provider are clearly indicated and the SLA will be duly signed by appropriate individuals.	31/01/2013	<p>Acting Executive Manager: Corporate Services</p> <p>All HOD's</p>	<p>The SLA has been signed and reviewed till the end of June 2013.</p> <p>IT steering committee members have been identified and will meet on the 08/02/2013.</p>

Findings	Action plan	Implementation Date	Accountable Executive	Status / Progress
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<p>to ensure that the SLA is adequately signed off by the appropriated individuals</p> <p>-Coordinate performance review meetings to discuss performance against agreed services levels</p> <p>-Obtain and review performance reports from services provider on a regular basis.</p>	<p>Furthermore for all SLA's in place there will be regular performance review meetings.</p>			
<p>30.Security Management</p> <p><u>AG RECOMMENDATION</u></p> <p>Management should configure passwords as follows:</p> <p>- Password length should be set to 8 characters.</p> <p>-Password should be set to expire every 30 days.</p> <p>-account lockout should be set to 3.Password history set to 12.</p> <p>-Password should be alpha-numeric and include special characters.</p>	<p>All password settings will be reviewed to ensure that there in strict security measures in place, and restricted unauthorised access of users.</p>	31/01/2013	Acting Executive Manager: Corporate Services	<p>Password controls have been implemented:</p> <ul style="list-style-type: none"> • Password length set to 10 characters • Password expiry set to 30 days both on Linux and Samras • Account lockout facility has been configured to 3 unsuccessful attempts. • Password history has been set to 12 <p>Password have been configured and consist of both alphanumeric and special characters to enhance the security.</p> <p>The service provider to resolve the system challenges before the 28/02/2013</p>
31. User access control	A policy/procedure will be developed with regards to power	28/02/2013	Acting Executive Manager: Corporate Services	In the process of drafting the policy to address power user access which

Findings	Action plan	Implementation Date	Accountable Executive	Status / Progress
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<p><u>AG RECOMMENDATION</u></p> <p>The following measures should be introduced to address these weaknesses:</p> <ul style="list-style-type: none"> -Define a policy for granting and use of power user accounts. -Ensure that IT is timeously notified of terminations to allow for the revocation of access for employees that are no longer employed by the municipality. -Perform a review of user with access to Contour. Evidence should be maintained for audit trail purpose. 	<p>user accounts and termination of employee user accounts</p> <p>On a monthly basis there will be a review of the contour users.</p>			<p>will be submitted to MCM before the end of February.</p>
<p>32. Program change management</p> <p><u>AG RECOMMENDATION</u></p> <ul style="list-style-type: none"> -The Change Management policy should be approved by senior management and implement for all system changes. -Ensure that all changes are tested and approved by business prior to being migrated into the production environment. -Management should ensure that activities performed by services provider are monitored and reviewed by the Municipality to ensure that only valid and approved changes have been made to the systems. Evidence of such reviews should be maintained. 	<p>A Program Change Management Policy will be developed and implemented.</p>	<p>31/01/2013</p>	<p>Acting Executive Manager: Corporate Services</p>	<p>Policy has been approved and adopted by the Council</p>

Findings	Action plan	Implementation Date	Accountable Executive	Status / Progress
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-User manuals for all system should be updated or created where none exists. These manuals should be distributed to all system users.				
33. Data center management <u>AG RECOMMENDATION</u> Management should develop an IT Helpdesk policy to define the process for reporting, escalating, prioritizing and resolving reported issues. The Acting Manager: Corporate Services should review all calls logged on an ad hoc basis to identify long outstanding calls. These calls should be escalated and resolved according to the priority assigned.	An IT Help desk Policy will be developed and implemented.	31/01/2013	Acting Executive Manager: Corporate Services	Draft policy has been submitted to MCM on the 29/01/2013. Policy to be submitted to exco and council during February 2013.
34. Facilities and environmental controls <u>AG RECOMMENDATION</u> Management should ensure that the visitor's register is signed off by the IT official who accompanies a visitor into the data center. In addition the visitor's register should be reviewed by the Acting Manager: Corporate Services on an ad hoc basis to ensure that the IT official complies with the rules for gaining access to the data center.		31/01/2012	Acting Executive Manager: Corporate Services	A Visitors Register is now in place
35. IT services continuity <u>AG RECOMMENDATION</u>	A Business Impact Analysis will be done in the development of the Business Continuity Plan.	31/01/2012	Acting Executive Manager: Corporate Services	SCM is in the process of appointing a service provider with expertise to assist in this regard

Findings	Action plan	Implementation Date	Accountable Executive	Status / Progress
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<p>Management should ensure that:</p> <ul style="list-style-type: none"> -Complete a BIA and incorporate key element of the analysis into the BCP and IT DRP. -Adequate documents is maintained to confirm the results of the next DR test. -Update the BCP to include all key system as well as the contact details for all key individuals. -Update the backup policy to include: <ul style="list-style-type: none"> o Step by step restoration procedure o Standard tape labelling o Requirement for periodic restoration tests o Replacement of backup media o Process for tape movement (secure transportation from onsite to offsite) is not included on the document. 	<p>There will be regular disaster recovery and back-up testing.</p> <p>The back up policy will be reviewed.</p>			
<p>36. System acquisition</p> <p><u>AG RECOMMENDATION</u></p> <p>Management should ensure that the procurement policy for IT system should be updated to include specific requirements for the procurements of IT systems.</p>	<p>The Procurement Policy for the IT System will be reviewed.</p>	31/01/2013	Acting Executive Manager: Corporate Services	<p>Council has a contract with SAMRAS as financial administrator for Emnambithi/ Ladysmith/ Municipality. Any changes to the system are first verified and approved by the administrator before being approved. IT Section does research and test new technology before it is being implemented within the organization. The specification of</p>

Findings	Action plan	Implementation Date	Accountable Executive	Status / Progress
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Systems must also be tested by the Municipality and formally signed off prior to going live.				any IT equipment is drawn up by the IT section and submitted to SCM unit for procurement processes.
<p>37. Samras – geo- reality interface</p> <p><u>AG RECOMMENDATION</u></p> <p>Management should ensure that:</p> <ul style="list-style-type: none"> -Controls should be implemented to prevent the modification of data prior to the upload -Verification controls should be implemented to confirm the complete and accurate upload of data onto SAMRAS 	The Samras – Geo Reality Interface will be reviewed to ensure that there is complete and accurate upload of data into Samras.	31/01/2013	Acting Executive Manager: Corporate Services	<p>Council has approved change management policy which addresses the modification of any data on the system that the Municipality has, before changes are implemented on live data as well as test data the authorization of the system administrator is obtained. The same applies to all other service providers that provides IT services to Emnambithi/ Ladysmith Municipality</p> <p>The service provider to resolve the system challenges before the 28/02/2013</p>
<p>38.Samras automated controls</p> <p><u>AG RECOMMENDATION</u></p> <p>Management should ensure that:</p> <ul style="list-style-type: none"> -Segregation of duties is implemented to prevent users from being able to capture and post general journals. -Access is revoked for users who do not require access to modify the Rates Tariff 	Samras Automated controls will be reviewed to ensure that there is adequate segregation of duties, and strict access control.	31/01/2013	Acting Executive Manager: Corporate Services	<p>This has been completed.</p> <p>The IT Menu's have been changed and limited to the functions they require.</p>

Findings	Action plan	Implementation Date	Accountable Executive	Status / Progress
Calculation table, Billing Menu and Billing Parameters menu options on the system				

<p>39. Inadequate filing in supply chain management department</p> <p><u>AG RECOMMENDATION</u></p> <p>Signed contracts and advertisements should be filed in such a manner to ensure that these are readily accessible and can be easily retrieved.</p>	<p>A proper filing system will be implemented for all SCM documentation.</p>	<p>31/01/2013</p>	<p>Acting Executive Manager Finance (CFO)</p>	<p>Advertisements and all documents pertaining to a particular awarded bid are now filed in one file, and all filing is up to date.</p>
<p>40. Organogram- Post affecting independence of internal audit unit</p> <p><u>AG RECOMMENDATION</u></p> <p>The accounting officer should ensure that the Internal Audit unit remains independent of any management functions and reports directly to the audit committee.</p>	<p>The Accounting Officer will ensure that the independence of Internal Audit will not be compromised in any way.</p>	<p>On going</p>	<p>Acting Executive Manager: Corporate Services</p>	<p>Council approved the amendment of the organogram to ensure that Post is now split into Manager Internal Audit and Manager Monitoring, Evaluation and Performance. Thus Internal Audit is solely independent.</p>

MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT ANALYSIS

MUNICIPAL TRANSFORMATION

Local government is the sphere of government closest to the people. Many basic services are delivered by local municipalities and local ward councilors are the politicians closest to communities. The White Paper states that local government must play a "developmental role". The Constitution states that government must take reasonable steps, within available resources, to ensure that all South Africans have access to adequate housing, health care, education, food, water and social security.

Developmental local government means a local government committed to "work with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives". It should target especially those members and groups within communities that are most often marginalised or excluded, such as women, disabled people and very poor people. (White Paper, 1998).

ORGANISATIONAL DEVELOPMENT

Institutional Arrangement

In terms of the newly enacted organogramme the ELM municipality consist of the following Departments and Portfolio Committees which ensure the delivery of services and oversight of municipal affairs:

The Office of the Municipal Manager which consists of Performance Section, Office , internal audit, youth office and public relations.

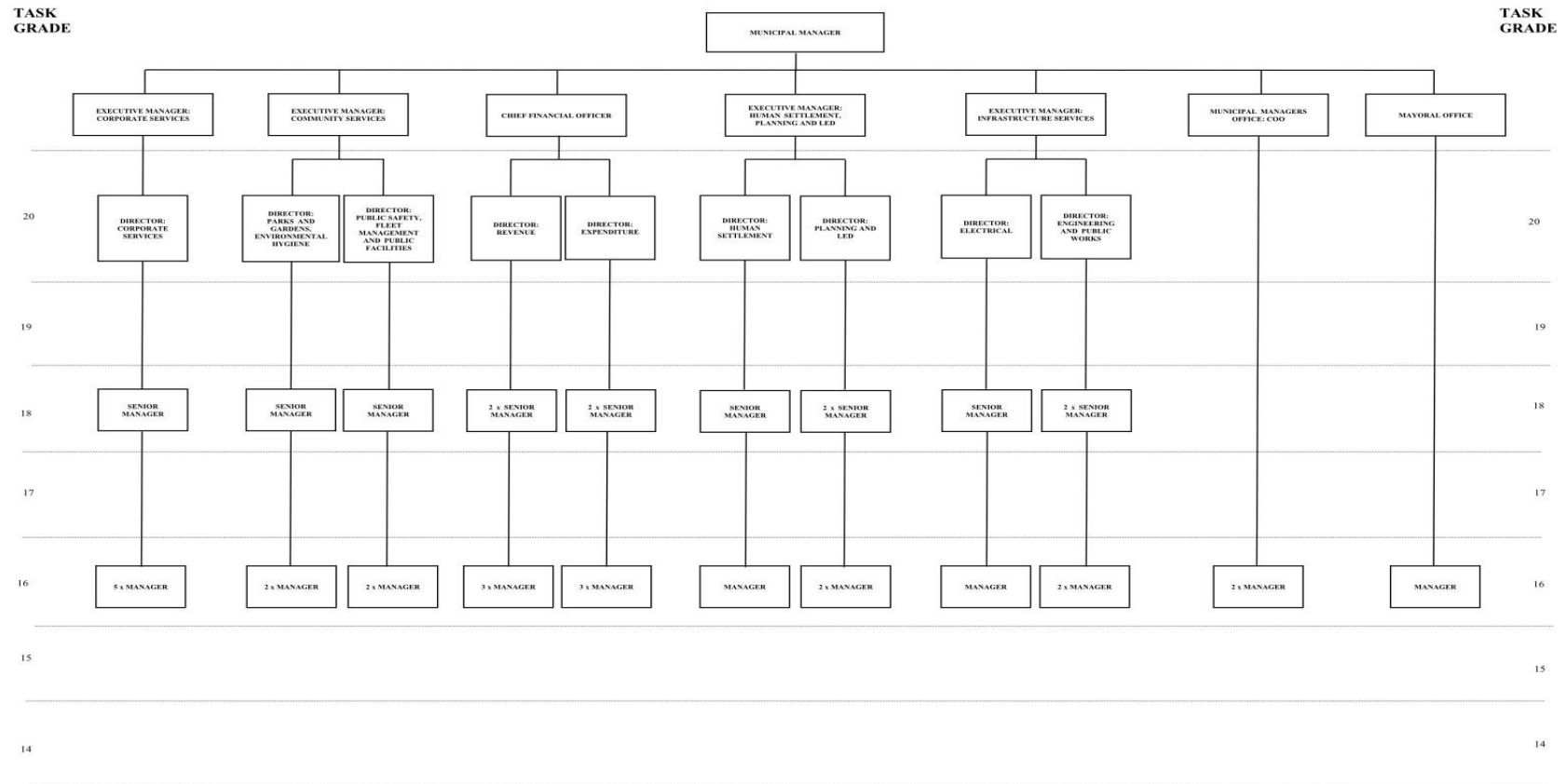
Department of Finance, Department Human Settlement and Development and Planning, Department Community Services, Department Corporate Services, Department Engineering Services, Department of Electrical Engineering.

In terms of reporting structures within the ELM, all heads of Departments report to the Municipal Manager who is the accounting officer, who then reports to the 7 Portfolio Committees which are headed by the Executive Committee members of Council. The municipality has also taken into consideration the Spatial Planning and Land Use Management Act(SPLUMA) Act 16 of 2013 in its organizational structure and budget.

These committees alternatively report to the Executive Committee which reports to Council. In addition to that, they are three committees/structures who report directly to Council: the Audit Committee, Performance Audit and Municipal Account Committee.

With respect to political leadership and oversights of the municipality they are 53 ward councillors leading the municipality. This leadership consist of the Mayor who is at the top level of political leadership; he is followed by the Deputy Mayor, then the Speaker and the 7 Executive Councillors who head up Portfolio Committees.

EMNAMBITHI / LADYSMITH MUNICIPALITY PROPOSED ORGANISATIONAL STRUCTURE



1.8. Emnambithi/Ladysmith Local Municipality Powers and Function

In terms of the Municipal Structures Act No 117 of 1998, Emnambithi/Ladysmith is a category B Local Municipality which has the following powers and functions through which the performance of the municipality can be assessed in terms of the impact it has to its constituencies and service delivery;

- Billboards & Display of Advertisements in Public Places
- Building, Trading Regulations, Liquor & Public, Nuisance Control
- Cemeteries & Funeral Parlours
- Cleansing & Trade Areas
- Electricity Reticulation
- Fire Fighting Services Licensing, Facilities for Accommodation, Care & Burial of Animals
- Local Tourism
- Local Amenities
- Local Sport Facilities
- Markets Stalls / Trade Areas
- Municipal Town Planning & Planning in General
- Municipal Parks and Recreation
- Municipal Roads
- Storm Water Management
- Pounds
- Public, Nuisance Control Fire Fighting Services
- Public Places Booking and Reservation, i.e.; Halls and Parks
- Refuse Removal, Refuse Dumps & Solid Waste
- Street Trading and Informal Sector
- Traffic and Parking
- Storm Water Management

INSTITUTIONAL CAPACITATING: HUMAN RESOURCE DEVELOPMENT

Despite the aforementioned problems and issues faced by ELM, Council has developed a skills **Development Plan** as per SETA requirements and fully complies with such plan. So much so that Skills Development Facilitator was appointed and is currently executing all the responsibilities entrusted to such employee. Over and above that, Council has set-up a training committee which seats on a monthly basis to discuss matters pertaining to staff training. In line with this plan Council has compiled a Workplace Skills Plan which is being continuously implemented as well. The same plan is also submitted to SETA for information. It is within the ambit of SDP that Senior Managers from various departments identify lacking skills within the area of performance and submit the same to Corporate Services for all staff who require training on particular training fields. One of the issues under consideration is the scarce skill allowance that needs to be paid towards all skills identified as scarce. This technical skill is very necessary to ensure that the quality service that distinguishes the image of the municipality is preserved.

Council is currently sending Senior Managers including Councillors of this municipality for training on courses such as **CPMD** which is the national requirement for all senior manager to comply with by 2014. There are a lot of other courses that are also explored by officials of this municipality. Municipal Bursary Policy encourages whilst at the same time regulates employees desiring to advance in their studies. Within skills development, Council initiated appointment of unemployed graduates from different fields to serve in the employ of ELM, so that they can be acquainted with practical experience in their field of training. All the resources which will help execute tasks are allocated to these graduates. Furthermore, under the Internship Programme, in-service training students in different field are appointed. In this municipality skill is also built within job-creation programme which employs people for a maximum period of six months, unless if extended or people reabsorbed back into the municipal system.

The (2010) Job Evaluation was implemented during the course of 2011. As a result of this it became apparent that to a certain degree the workforce some how is dissatisfied since the outcome process was not what was anticipated. This leaves staff with difficulty to compare the same salaries with other municipalities.

- Skills Training - 19
- Computer Skills Basic - 29
- Advanced Computer Training - 72
- Receptionist Etiquette Course - 20
- Sign Language - 58
- Basic Isizulu Course - 14
- Council also trained Protection Officers - 7

Currently the Mayor has come up with **Mass Youth Skilling** that will address the following

- Unemployed Graduates: 10 Learners
- IT Learning - 60 Learners
- Matric to be exposed to work environment - 8 Learners

Challenges of Emnambithi/Ladysmith Local Municipality

Notwithstanding the constitutional mandated of our municipality and the organizational structure, there are a number of key issues ELM faces in terms of its institutional management and development. These include but not limited to the following:

- Huge service delivery backlog challenges, e.g. housing, water and

Sanitation, especially in rural areas is persistent challenge and this in turn results in social unrest and political pressure.

- Poor communication and accountability relationships with communities, many communities believe that the IDP is a wish-list with minimal result.
- Problems with the political administrative interface; in some instances councillors and officials are at log-head with each other against administrative decisions and proceedings. This issue is mainly caused by the political pressure of councillors to deliver to their constituencies at whatever cost in order to secure the next re-election into council-ship.

- Corruption and fraud
- Number of (violent) service delivery protests;
- Weak civil society formations;
- Intra - and inter-political party issues negatively affecting governance and
- delivery; and
- Insufficient municipal capacity due to lack of scarce skills.
- High levels of staff turn-over which creates instability within the institution
- Poor spending patterns on grants and funds
- Limited resources

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

4.1. Introduction

Good Governance and Institutional transformation are key elements for improving service delivery within local government. This section serves to provide key principles that form part of Good Governance in our Municipality. These principles are regarded as necessary to enable local Government to move in a direction that is participatory and will further improve the levels of economic growth, social standards of communities and thus ensure access to information and services to all.

The White Paper on Local Government indicates that transformation requires an understanding of the historical role of local government in creating and perpetuating local separation and inequity, and the impact of apartheid on municipal institutions. Equally important is the history of resistance to apartheid at the local level, and struggles against apartheid local government.

The Municipality is mandated to encourage and create an environment that will allow local communities to participate in Municipal affairs. Emnambithi/Ladysmith Municipality believes in Good Governance and community participation in order to create an environment that is transparent and enabling for communities. The Municipality has formed structures that will ensure communities are involved and constantly informed of developments within respective local areas.

4.2. Vision

“To promote the rule of law in order to ensures that political, social and economic priorities are based on broad consensus in society and that the voices of the poorest and the most vulnerable are heard in decision-making over the allocation of development resources.”

4.3. Goals and Objectives

- To contextualise the meaning of 'DEVELOPMENTAL LOCAL GOVERNMENT';
- To take local government to the people on the ground including the poorest of the poor;
- To reaffirm the standards of good public management and run the municipality with integrity;
- To implement national political directives;
- To account for all decision making processes undertaken within the municipality;
- To move all frontiers that serve to divide society with a view to bring social equity;
- To ensure that the voice of the marginalised within the society is heard;
- To foster cooperative governance across all sectors of government;
- To run a clean government that is responsive to people's need;
- To respect the rule of Law;
- Legitimacy and Voice

4.4. Principles of Good Governance

- Participation – all men and women should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their intention. Such broad participation is built on freedom of association and speech, as well as capacities to participate constructively.
- Consensus orientation – good governance mediates differing interests to reach a broad consensus on what is in the best interest of the group and, where possible, on policies and procedures.
- Direction Strategic vision – leaders and the public have a broad and long-term perspective on good governance and human development, along with a sense of what is needed for such development. There is also an understanding of the historical, cultural and social complexities in which that perspective is grounded.
- Performance Responsiveness – institutions and processes try to serve all stakeholders.
- Effectiveness and efficiency – processes and institutions produce results that meet the needs while making the best use of resources.
- Accountability – decision-makers in government, the private sector and civil society organizations are accountable to the public, as well as to institutional stakeholders. This accountability differs depending on the organizations and whether the decision is internal or external.

- Transparency – transparency is built on the free flow of information. Processes, institutions and information are directly accessible to those concerned with them, and enough information is provided to understand and monitor them.
- Fairness Equity – all men and women have opportunities to improve or maintain their wellbeing.
- Rule of Law – legal frameworks should be fair and enforced impartially, particularly the laws on human rights.

4.5. ELM adopted principles of Good Governance

BATHO PELE PRINCIPLES

- ☐ Consult;
- ☐ Service Standards;
- ☐ Access;
- ☐ Courtesy;
- ☐ Information;
- ☐ Openness and Transparency;
- ☐ Redress;
- ☐ Value for money;
- ☐ Encouraging Innovation and rewarding excellence;
- ☐ Customer Impact

4.6. Strategies employed to ensure Good Governance in ELM

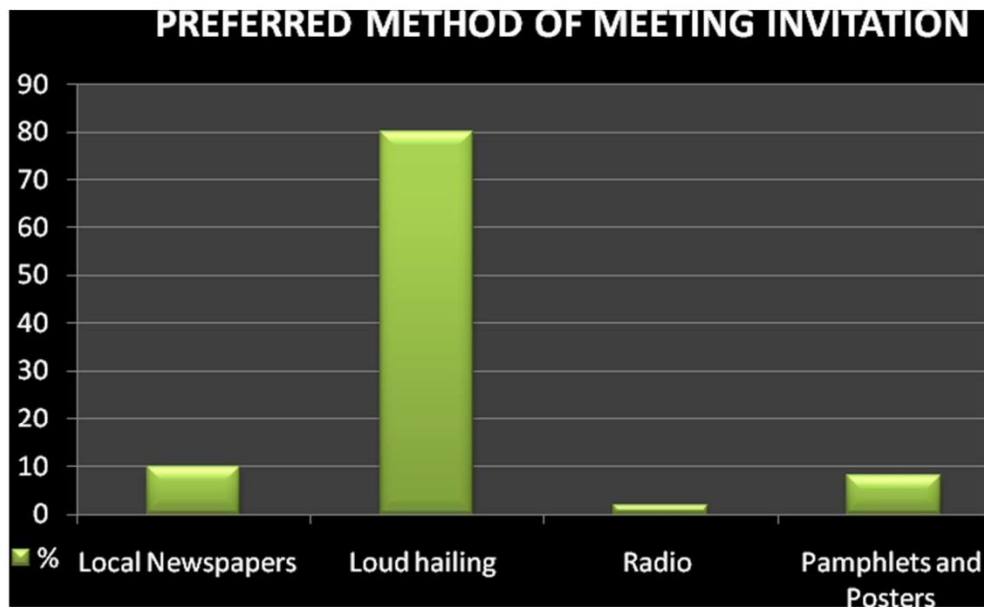
4.6.1. Public Participation and Consultation

Community participation within local government is a mandatory requirement and is legislated by Chapter 4 of the Municipal Systems Act 32 of 2000. Community participation is central to municipal state of affairs and is compulsory to be undertaken in all development process, for instance the IDP, Budget and Annual Report. During the development of this IDP, community participation in different levels was embarked on especially during the Process Plan as well as compilation of the IDP document. Over and above that, community meetings were held for two consecutive months. During this process criticism from the community emerged regarding the lack of implementation of the projects they had expected in their respective wards. It further emerged that unemployment was the most concerning issues amongst communities and the level of service delivery from various sector departments i.e. water and waste management. In 2010, Council adopted Public Participation Policy, which is used as a guide for all community engagements.

4.6.2. Public Notification Mechanisms

The Municipality has different means of notifying the community of community meetings namely loud hailing, distribution of pamphlets, newspaper advertising and posters. From the community satisfaction survey, it became apparent that most people seem to favour loud hailing as the most effective approach of advertising over other advertising. In actual fact 80% of the people prefer loud hailing whilst 10% prefer pamphlets and posters. Input on the IDP is not only restricted to the community at large but an equal opportunity is also given to sector departments, namely Department of Public Works, Labour, Education, Arts and culture just to name a few, Traditional leaders, NGOs etc.

The graph below seeks to indicate the preferred method of communication by the community. As indicated most people prefer load hailing as a means of delivering communication by the municipality.



STRUCTURES THAT ENSURE GOOD GOVERNANCE IN ELM IN TERMS OF THE COMMUNITY

4.6.2. Ward Committees

In order to effect the spirit of RSA constitution, ELM uses the functioning of ward committees to communicate with communities on development issues and challenges, and decisions. The functioning of these committees has been satisfactory thus far. They are elected in each ward by members of the community and each ward committee has a certain portfolio there are in charge of in line with the National KAP and ELM Strategic Objectives. These ward committees are continuously given necessary tools to perform their duties. Over the last year all 270 ward committee members have been given cell phones with airtime. Ward Committee members also submit weekly reports to the Office of the Speaker who closely manages the committee. In addition to that the municipality has a plan to train these ward committees on local government in order to enable them to effectively contribute to the municipality.

Below is a year plan of ward committee meetings within the municipality and its respective officials. Linked to this are budget allocations for ward committee systems in general.

WARD COMMITTEES/COMMUNITY SCHEDULE FOR 2014/2015

DATE	WARD	VENUE	TIME	LOGISTICS
WARD COMMITTEE				

19-Feb	1	WARD COMMITTEE FALETHU L.P SCHOOL	ALL WARD COMMITTEE MEETINGS WILL BE HELD AT 14H00	ADMINISTRATION SUPPORT
22-Apr				
17-Jun				
19-Aug				
14-Oct				
02-Dec				
COMMUNITY				
22-Apr		COMMUNITY ENYOKENI SPORTS GROUND	ALL WARD COMMUNITY MEETINGS WILL BE HELD AT 14H00	200 SEATER TENT, CHAIRS AND 2 TABLES
22-Jul				
21-Oct				
28-Jan				
	2			
WARD COMMITTEE AND COMMUNITY		EZAKHENI HIGH SPORTS FIELD	WARD COMMITTEE MEETING 10H00 FOR COMMUNITY MEETING 14H00	ADMINISTRATION SUPPORT FOR COMMITTEE MEETING
15-Jan		IDAMU PRIMARY		200 SEATER TENT, CHAIRS AND 2 TABLES FOR COMMUNITY MEETINGS
04-Mar		IGQAMA PRIMARY		
06-May		EZAKHENI HIGH SPORTS FIELD		
08-Jul		IDAMU PRIMARY		
09-Sep		IGQAMA PRIMARY		
04-Nov				

WARD COMMITTEE MEETING	3	EKUKHULENI HIGH SCHOOL		ADMINISTRATION SUPPORT
18-Feb			10H00	
17-Mar			10H00	

21-Apr			10H00	
19-May			10H00	
23-Jun			10H00	
21-Jul			10H00	
18-Aug			10H00	
12-Sep			10H00	
20-Aug			10H00	
17-Nov			10H00	
15-Dec			10H00	
WARD COMMITTEE				
19-Feb	4	GOOD HOPE PRIMARY –	14H00	ADMINISTRATION SUPPORT
24-Jun				
30-Sep				
09-Dec				
COMMUNITY MEETING				
26-Feb		GOOD HOPE PRIMARY –	14H00	200 SEATER TENT, CHAIRS AND 2 TABLES
01-Jul		PHOWENI HIGH	09H00	
01-Jul		GOOD-HOPE PRIMARY	14H00	
07-Oct		PHOWENI HIGH	09H00	
07-Oct		GOOD-HOPE PRIMARY	14H00	
16-Dec		PHOWENI HIGH	09H00	
16-Dec		GOOD-HOPE PRIMARY	14H00	

WARD COMMITTEE				
18-Mar	5	ENDAKANE HIGH SCHOOL	ALL WARD COMMITTEES WILL START AT 10H00	ADMINISTRATION SUPPORT
17-Jun				
23-Sep				

02-Dec				
COMMUNITY MEETING				
11-Mar			ALL COMMUNITY WILL START AT 14H00	200 SEATER TENT, CHAIRS AND 2 TABLES
24-Jun				
30-Sep				
09-Dec				
WARD COMMITTEE				
17-Mar	6	ALL WARD COMMITTEE MEETINGS WILL BE HELD AT SAKHELWE HIGH SCHOOL	ALL WARD COMMITTEE MEETINGS WILL START AT 10H00	ADMINISTRATION SUPPORT
19-May				
21-Jul				
22-Sep				
COMMUNITY MEETING				
18-Mar		ALL COMMUNITY MEETINGS WILL BE HELD AT COMMUNITY HALL	ALL COMMUNITY MEETINGS WILL START AT 14H00	ADMINISTRATION SUPPORT
20-May				
22-Jul				
23-Sep				

WARD COMMITTEE				
22-Jan	7	MABHUMAN E P SCHOOL	ALL THESE MEETING START AT 10H00	ADMINISTRATION SUPPORT
18-Mar		BHEKINTUTH UKO HIGH SCHOOL		
20-May		MABHUMAN E P SCHOOL		
15-Jul		BHEKINTUTH UKO HIGH SCHOOL		

16-Sep		MABHUMAN E P SCHOOL		
18-Nov		BHEKINTUTH UKO HIGH SCHOOL		
WARD COMMITTEE				
22-Apr	8	SAKHELWE HIGH	10H00	ADMINISTRATION SUPPORT
10-Jun				
12-Aug				
07-Oct				
09-Dec				
WARD COMMITTEE AND COMMUNITY				
25-Mar	9	TSAKANE COMMUNITY	COMMITTEE MEETING AT 10H00 AND COMMUNITY MEETING AT 13H00	ADMINISTRATION SUPPORT
20-May				
29-Jul				
23-Sep				
11-Nov				
09-Dec				
WARD COMMITTEE				
09-Apr	10	TOWN HALL	15H00	ADMINISTRATION SUPPORT

10-Jun		STEADVILLE HALL		
12-Aug		TOWN HALL		
14-Oct		STEADVILLE HALL		
02-Dec		TOWN HALL		
10-Feb-13		STEADVILLE HALL		
14-Apr		TOWN HALL		
COMMUNITY MEETING				
13-May		STEADVILLE HALL		

08-Jul		AGRA HALL		
16-Sep		STEADVILLE HALL		
18-Nov		AGRA HALL		
13-Jan-13		STEADVILLE HALL		
10-Mar		AGRA HALL		
WARD COMMITTEE	11	AGRA CRESCENT LIBRARY	10H00	ADMINISTRATION SUPPORT
11-Feb				
14-Apr				
16-Jun				
19-Aug				
	12			
WARD COMMITTEE				
28-Jan	13	NSIMBINI HALL	10H00	ADMINISTRATION SUPPORT
12-Feb		ELLIOT MNGADI CENTRE		

04-Mar		NSIMBINI HALL		
01-Apr		BHEVU HIGH		
06-May		ELLIOT MNGADI CENTRE		
03-Jun		ELLIOT MNGADI CENTRE		
01-Jul		NSIMBINI HALL		
05-Aug		NSIMBINI HALL		
07-Oct		BHEVU HIGH		
04-Nov		ELLIOT MNGADI CENTRE		

02-Dec		ELLIOT MNGADI CENTRE		
COMMUNITY MEETING				
28-Jan		NSIMBINI HALL, ELLIOT MNGADI CENTRE, BHEVU HIGH	10H00,13H00, 15H00	
01-Apr		BHEVU HIGH, NSIMBINI HALL, ELLIOT MNGADI HALL	10H00, 13H00, 15H00	
03-Jun		ELLIOT MNGADI CENTRE, BHEVU HIGH, NSIMBINI HALL	10H00, 13H00, 15H00	
05-Aug		NSIMBINI HALL, ELLIOT MNGADI CENTRE, BHEVU HIGH	10H00, 13H00, 15H00	
07-Oct		BHEVU HIGH, NSIMBINI HALL, ELLIOT MNGADI HALL	10H00, 13H00, 15H00	

02-Dec		ELLIOT MNGADI CENTRE, BHEVU HIGH, NSIMBINI HALL	10H00, 13H00, 15H00	
WARD COMMITTEES				
05-May	14	BURFORD HALL	10H00	ADMINISTRATION SUPPORT
10-Jun				
08-Jul				
26-Aug				
09-Sep				
07-Oct				

11-Nov				
09-Dec				
COMMUNITY MEETING				
15-Apr		BURFORD HALL	14H00	ADMINISTRATION SUPPORT
AREA MEETINGS				
06-May		KWAGODI TAXI RANK	10H00	TENT, 2 PPORCHAIRS EXCEPT TABLES AND BURFORD
		HOPESLAND	12H00	
		KWAMANZINI	14H00	
13-May		NHLALAKAH LE	10H00	
		PEPWORTH (EMATAFULE NI)	12H00	
		BURFORD HALL	14H00	
15-Jul		KWAGODI TAXI RANK	10H00	
		HOPESLAND	12H00	

		KWAMANZINI	14H00	
22-Jul		NHLALAKAH LE	10H00	
		PEPWORTH (EMATAFULE NI)	12H00	
		BURFORD HALL	14H00	
16-Sep		KWAGODI TAXI RANK	10H00	
		HOPESLAND	12H00	
		KWAMANZINI	14H00	
23-Sep		NHLALAKAH LE	10H00	

		PEPWORTH (EMATAFULE NI)	12H00	
		BURFORD HALL	14H00	
18-Nov		KWAGODI TAXI RANK	10H00	
		HOPESLAND	12H00	
		KWAMANZINI	14H00	
25-Nov		NHLALAKAH LE	10H00	
		PEPWORTH (EMATAFULE NI)	12H00	
		BURFORD HALL	14H00	
WARD COMMITTEES	15	EMBUZWENI HALL	10H00	ADMINISTRATION SUPPORT
11-Mar		SICELOKUHL E HIGH		

01-Apr		PEACETOWN HALL		
06-May		SICELOKUHLE HIGH		
15-Jul		PEACETOWN HALL		
14-Sep		SICELOKUHLE HIGH		
04-Nov				
AIDS COMMITTEES				
29-Apr		PEACETOWN HALL	10H00	ADMINISTRATION SUPPORT
26-Aug		EMBUZWENI HALL		
AREA MEETINGS				
16-Mar		KANSAS GROUND/KW AXULU AREA	10H00	ADMINISTRATION SUPPORT AND ALL AREA MEETING NEEDS 200 SEATER TENT, CHAIRS AND 2 TABLES
14-Apr		KEY-YOUNG GROUND		

23-Apr		PUBS GROUND		
29-Jul		PUBS GROUND		
19-Aug		KANSAS GROUND/KW AXULU AREA		
09-Sep		KEY-YOUNG GROUND		
COMMUNITY MEETINGS				
03-Jun		PEACETOWN HALL	14H00	ADMINISTRATION SUPPORT
25-Nov		EMBUZWENI HALL	14H00	
WARD COMMITTEE	16			
22-Apr		ALL WARD COMMITTEE MEETINGS WILL BE HELD AT GCIZELA PRIMARY	ALL WARD COMMITTEE WILL SEAT AT 14H00	ADMINISTRATION SUPPORT
10-Jun				

12-Aug				
14-Oct				
02-Dec				
AREA MEETINGS				
07-May		GCABHANE	10H00	ALL AREA MEETING NEEDS 200 SEATER TENT, CHAIRS AND 2 TABLES
14-May		ESIKHALENI	10H00	
21-May		GCIZELA	14H00	
28-May		EZIMBUZINI	10H00	
02-Sep		EMASHISEL WENI	10H00	
09-Sep		THOLULWAZI	14H00	
16-Sep		GCABHANE	10H00	
23-Sep		GCIZELA	14H00	
WARD COMMITTEE				

01-Mar	17	MATHONDWANE HALL	10H00	ADMINISTRATION SUPPORT
05-Apr		MTATENI HALL		
03-May		MGAZINI PAYPOINT		
07-Jun		AMAHUKU HALL		
05-Jul		MTATENI HALL		
02-Aug		MATHONDWANE HALL		
06-Sep		MGAZINI PAYPOINT		
04-Oct		AMAHUKU HALL		
01-Nov		MGAZINI PAYPOINT		
06-Dec		AMAHUKU HALL		
WARD COMMITTEE				

10-Mar	18	WATERSME ET THUSONG CENTRE	10H00	ADMINISTRATION SUPPORT
19-May		DRIEFONTEI N THUSONG CENTRE		
17-Jul		WATERSME ET THUSONG CENTRE		
15-Aug		DRIEFONTEI N THUSONG CENTRE		
24-Nov		DRIEFONTEI N THUSONG CENTRE		
WARD COMMITTEE AND COMMUNITY				
15-Apr	19	BALDASKRA AL C.P SCHOOL	10H00	ADMINISTRATION SUPPORT
03-Jun		KLEINFONTE IN HALL		

05-Aug		WATERSHED C.P SCHOOL		
07-Oct		ROODERPO ORT CRECHE		
02 DECEMBER		RANTJIEVAK TE C.P SCHOOL		
WARD COMMITTEE AND COMMUNITY				
11-Mar	20	MANZABILAY O WARD ROOM	ALL WARD COMMITTEES WILL BE AT 10H00 AND COMMUNITY WILL BE AT 13H00	ADMINISTRATION SUPPORT
27-May		ACACIAVALE SPORTS GROUND		200 SEATER TENT, CHAIRS AND 2 TABLES FOR ALL COMMUNITY MEETINGS
15-Jun		MTHANDI SPORTS GROUND		
02-Sep		AMANZABILA YO SPORTS GROUND		

28-Oct		ACACIAVALE SPORTS GROUND		
02-Dec		MTHANDI SPORTS GROUND		
WARD COMMITTEE				
28-Jan	21	STEADVILLE COMMUNITY HALL		ADMINISTRATION SUPPORT
29-Feb				
28-Apr				
27-May				
30-Jun				
29-Jul				
07-Nov				
WARD COMMITTEE				
14-Apr	22	LIMIT HILL HALL	15H00	ADMINISTRATION SUPPORT

03-Jun				
05-Aug				
07-Oct				
09-Dec				
WARD COMMITTEE AND COMMUNITY MEETING				
29-Apr	23	CWEMBE PRIMARY SCHOOL	ALL WARD COMMITTEE WILL START AT 10H00 AND COMMUNITY WILL START AT 14H00	ADMINISTRATION SUPPORT
17-Jun		THEMBELA HIGH SCHOOL		
19-Aug		MATIWANE PRIMARY SCHOOL		

14-Oct		JONONO COMMUNITY HALL		
16-Dec				
WARD COMMITTEE	24			
28-Apr		TOWN HALL	10H00	ADMINISTRATION SUPPORT
24-Jun				
26-Aug				
28-Oct				
02-Dec				
WARD COMMITTEE & COMMUNITY MEETING				
ALL WARD COMMITTEE MEETING WILL BE ON THE 30th OF EVERY MONTH	25	MANCENGZ A HIGH SCHOOL	17H00	ADMINISTRATION SUPPORT
WARD COMMITTEE				
	26	TOWN HALL	10H00	ADMINISTRATION SUPPORT
23-Apr				
03-Jun				

05-Aug				
07-Oct				
02-Dec				
COMMUNITY MEETING		COLENSO CONSTITUE NCY OFFICE	14H00	ADMINISTRATION SUPPORT
23-Apr		ST JOSEPH MISSION		
03-Jun		BLUEBANK COMMUNITY HALL		
05-Aug		ZAAIFONTEI N PRIMARY SCHOOL		

07 OCTOBER		BESTERS PRIMARY SCHOOL		
02-Dec		VAN REENEN COMMUNITY HALL		
WARD COMMITTEE MEETING				
	27	NCINJANE SEC. SCHOOL	14H00	ADMINISTRATION SUPPORT
22-Jan		ST CHADS THUSONG CENTRE		
25-Mar		AMANCAMA KAZANE SCHOOL		
06-May		ST CHADS THUSONG CENTRE		
01-Jul		NCINJANE SEC. SCHOOL		
02-Sep		ST CHADS THUSONG CENTRE		
04-Nov		ST CHADS THUSONG CENTRE		
COMMUNITY MEETING				
22-Jan		ST CHADS THUSONG CENTRE	12H00	200 ALL COMMUNITY THUSONG CENTRE RS AND 2 TABLES EXCEPT MEETINGS
18-Feb		AMANCAMA KAZANE SCHOOL	14H00	
19-Feb		SHAYAMOYA PHASE 2	10H00	
		NCINJANE SEC. SCHOOL	14H00	
01-Apr		AMANCAMA KAZANE SCHOOL	10H00	
		ST CHADS THUSONG CENTRE	14H00	

03-Jun		NCINJANE SEC. SCHOOL	14H00	
05-Aug		AMANCAMA KAZANE SCHOOL	13H00	
12-Aug		ST CHADS THUSONG CENTRE	13H00	
07-Oct		SHAYAMOYA PHASE 2	13H00	
14-Oct		NCINJANE SEC. SCHOOL	13H00	
		AMANCAMA KAZANE SCHOOL	10H00	
02-Dec		ST CHADS THUSONG CENTRE	14H00	

THE COST IMPLICATIONS OF THESE MEETINGS ARE AS FOLLOWS:

For performance meetings, it's roughly estimated that the municipality spends about R 81 000.00 on 270 ward committee members and R75 is spent on each member and 4 performance meetings are held in a year.

In terms of the annual ward committee meetings, there about 6 meetings held annually and it costs R100 for each committee member and this totals to R 162 000. 00. On top of these cost, the municipality bears induction cost for training ward committee members as they approach their term of office.

4.6.3. TRADITIONAL LEADERSHIP

In line with the Traditional Leadership and Governance Framework Act, ELM consults and involves traditional leaders in its municipal affairs. They are five traditional leaders known to exist within the area of ELM; Nkosi Khumalo who leads within the Driefontein sub-area, Nkosi Shabala leading the Matiwane sub-area, Nkosi Nkosi who leads within the Roosboom area and Nkosi Zondi who leads within the Mathanti area. These leaders are consulted on crucial municipal affairs such the drafting and approval of the IDP and Budget, Mayoral Imbizo. However cognisance is taken of the fact that there is no formal structure or mechanism of consultation between the municipality and traditional leaders. Consultation is mainly done through Cogta and it's on an ad-hoc basis. Improvement is needed in this regard.

4.6.4. COMMUNITY BASE ORGANIZATION, NON-PROFIT ORGANIZATION AND NON GOVERNMENTAL ENTITIES

The municipality further engages the civil society, non-profit organizations and nongovernmental people in municipal affairs. These include church societies from different dominations, Ladysmith business chamber and schools, sector policing.

STRUCTURES THAT ENSURE GOOD GOVERNANCE IN ELM IN TERMS OF THE INSTITUTION

In terms of the legislated conduct of good governance, ELM has established the following committees which play an oversight role in municipal finances, performance management system and municipal audits:

1. **Performance Audit Committee**-which is established in terms of the provisions of the Local Government Municipal Structures Act, Act 117 of 1998 and the Municipal

Finance Management Act, Act 56 of 2003. The purpose of this committee is to ensure an oversight role over the executive obligations of council. The PAC assists council to hold the executive and municipal entities to account, and to ensure the efficient and effective use of municipal resources. And by so doing, the

PAC helps to increase council and public awareness of the financial and performance issues of the municipality and its entities. ELM PAC meets four times in year where quarterly audit committee reports are compiled and presented to council for discussion

2. **Municipal Account Committee**- this committee is established in terms of the provisions of the Local Government Municipal Structures Act, Act 117 of 1998 and MFMA 56 of 2003 to serve as an oversight committee to exercise oversight over executive and municipal entities to account, and to ensure the efficient and effective use of municipal resources. By doing so the MAC will help to increase Council and public awareness of the financial and performance issues of the municipality and its entities.

In an attempt to develop the institution of the municipality, the following policies were adopted and instituted:

GENERAL POLICY STATEMENT

The provision of Municipal electronic communication equipment, software and access to the Internet and e-mail facilities are intended to increase productivity in the conduct of official duties within the Municipality. All users of electronic communication equipment shall comply with the Electronic Communications and Transactions Act 2002 and Electronic Communications Act 2005 as it relates to electronic communications. Inappropriate use of information systems or electronic communication equipment, as defined in this policy, is prohibited.

STATEMENT OF THE POLICY

The Council recognizes that any personal problem can and do affect workers' job performance/behavior.

As a result of the above, the Council provides an Employee Wellness Programme, which is a confidential assistance/advisory service, designed to assist employees in dealing with their problems.

Such problems may include personal, psychological, marital, substance dependency or work related problems, which **definitely and repeatedly interfere with the employees' health and or productivity.**

The Employee Wellness Programme is available to all employees of the Council and persons experiencing problems are encouraged to seek advice from their Employee Wellness

Programme coordinator. The programme is further aimed at assisting Management to improve or restore impaired job performance. of all records will be strictly preserved.

voluntary and utilization of the programme will not jeopardize the employee's promotional opportunities, job security or disciplinary process. **referral** for diagnosis and treatment will be based only **on job performance/behavior**.

and the comprehensive management of employees infected with or affected by HIV/AIDS.

Create an environment that is conducive to protected disclosure, acceptance and access to care and support benefits for HIV infected and affected employees.

LANGUAGE POLICY

APPROVED BY COUNCIL ON TH 05 MAY 2008 AND IMPLEMENTED
THIS POLICY IS ACHIEVING THE DESIRED OUTCOME

To establish the language use of the residents of the municipality and to take into account such preferences;

To support service delivery by promoting equal access to municipal services and programmes by removing communication/language barriers;

To promote multilingualism within the municipal staff and communities within the municipal jurisdiction;

In the interim, promote the use of the three official languages in the affairs of the municipality;

Upon request, from people with disabilities, Council, where practical, will make provisions to address their special needs.

OVERTIME POLICY

APPROVED 10/06/2006 BY COUNCIL AND IMPLEMENTED
THIS IS TO ASSIST MANAGERS IN TERMS OF COMPLYING WITH BASIC
CONDITIONS OF EMPLOYMENT ACT
THIS ASSISTS COUNCIL TO MINIMISE WORKING OF OVERTIME AND ENSURE
COMPLIANCE, ADMINISTRAVIE MEASURES FOR MANAGING AND CONTRFOL
OF OVERTIME

Each Manager is responsible and accountable to constantly monitor and review the provisions for overtime on his / her budget and to ensure that trends are noted early; funds are adequate; over expenditure does **not** occur, it is justified and provided for timeously:

Each Manager is responsible and accountable to provide the pay office with a list of officials or representatives (name, signature, and department) who are authorized in terms of the delegated powers to approve overtime work and overtime payment. It is the responsibility of each Manager (or nominee) to update and maintain the information on the list. The authorizing bodies must determine whether the information on the overtime form is accurate before they authorize the form for payment.

The Pay Office or any other body or person executing overtime payment is responsible to ensure that all payments for overtime are duly authorized by a competent authority. The Pay

Office is specifically responsible to compare the overtime signatures with the authorization list provided.

Attendance register / time sheets, which should indicate starting and ending times, must be kept for all employees who qualify for overtime payment or time off in terms of this policy. Attendance registers / time sheets serve as source documents to complete overtime sheets.

Overtime worked must be reflected on the employee's attendance register / time sheet. Line Managers and supervisors are responsible to monitor and sign attendance register / time sheets on a monthly / weekly basis. Employees who work overtime need to be allocated with the appropriate resources required to perform overtime work.

PRACTICAL AND EXPERIENTIAL TRAINING

COUNCIL IS ASSISTING NEWLY QUALIFIED LEARNERS TO BE EXPOSED TO A WORKS ENVIRONMENT IN ACCORDANCE WITH THEIR QUALIFICATION REQUIREMENTS AND IS PAYING LEARNERS R50.00 PER DAY TO COMPENSATE TRANSPORT AND FOOD.

Provide opportunity for new entrants to the market to gain work experience (Section (i)(c)(iii) of the Act).

SEXUAL HARRASMENT POLICY

APPROVED 01/ 06/ 2007 AND IMPLEMENTED

The objective of this policy is to eliminate sexual harassment in the workplace. This policy provides appropriate procedures to deal with the problem and prevent its recurrence. This policy encourages and promotes the development and implementation of policies and procedures that will lead to the creation of workplaces that are free of sexual harassment, where employers and employees respect one another's integrity and dignity, their privacy, and their right to equity in the workplace.

THIS ADDRESSES THE CODE OF CONDUCT BY ALL EMPLOYEES OF THE COUNCIL.

The policy is achieving the desired outcomes

SCOPA POLICY

APPROVED ON THE 01/10/2008 AND IMPLEMENTED

This is compliance with Legal requirement

The lack of effective oversight can be attributed in some measure to the absence of an oversight body like the Standing Committee on Public Accounts (SCOPA) operating at Provincial and National Government level, in Local Government. Weaknesses in accountability may have lead, at least partly, to a perpetual situation of qualified and adverse audit reports, without clear and concrete interventions by Municipalities to correct the situation.

There is a clear need for the creation of enhanced financial management oversight capacity, and the creation of a Municipal SCOPA will ensure that the oversight role of Council is secured

and enable it to evaluate whether the Municipal Administration use public funds in a lawful, efficient and effective manner.











































The following table displays the policies, sectors plans and by-laws that the municipality has.







SECTOR PLANS					
N	Sector Plan	Completed? (Y/N)	Adopted (Y/N)	Adoption date (if adopted)	Date of Next Review
1.	Housing Sector Plan	Yes	Yes	28/03/2013	2014
2.	LED Strategy	Yes	Yes	2010	Still to be confirmed
3.	Integrated Transport Plan	Yes	Yes	2010	06/2013
4.	Human Resource Development Plan	Yes	Yes	11/06/2008	2014/2015
5.	Disaster Management Plan				
POLICIES					
No.	Sector Plan	Completed? (Y/N)	Adopted (Y/N)	Adoption date (if adopted)	Date of Next Review
6.	Draft Records Management Policy (<i>New Policy</i>)	Yes	No - Draft	N/A	
7.	Performance Management Policy Framework	Yes	Yes	25/06/2012	To be reviewed late 2013 & early 2014
8.	Emnambithi/Ladysmith Municipality Information Technology (IT)Business Continuity Back up Procedures	Yes	Yes	25/06/2012	
9.	IT Security Policy	Yes	Yes	30/06/2011	
10.	IT Strategy & five year IT plan	Yes	Yes	25/06/2012	
11.	Change Management Policy	Yes	Yes	13/12/2012	
12.	Standing Committee on Public Awards Policy	Yes	Yes	01/10/2008	To be reviewed in 2014/2015
13.	Fraud Prevention Policy	Yes	Yes	03/06/2008	

14.	Helpdesk Policy	Yes	Yes	02/02/2013	
15.	HIV/AIDS Workplace Policy	Yes	Yes	02/12/2007	
16.	Fleet Management Policy	Yes	Yes		
17.	Policy on handling of sexual harassment cases	Yes	Yes	01/06/2007	
18.	Practical Experiential Training System(PETS) Policy	Yes	Yes	02/02/2007	
19.	Policy on Portfolio Committees	Yes	Yes	27/02/2007	To be reviewed in 2014/2015
20.	Language Policy	Yes	Yes	06/05/2008	
21.	Promotion Recruitment & Selection Policy	Yes	Yes	13/02/2013	
22.	Skills Retention Policy	Yes	Yes	12/06/2008	
23.	Training & Development Policy	Yes	Yes	01/06/2008	
24.	Budget Policy				
25.	Petty Cash Policy	Yes	Yes	2012	28/03/2013
26.	Virement Policy	Yes	Yes	2012	28/03/2013
27.	Tariff Policy	Yes	Yes	2012	28/03/2013
28.	Property Rates Policy	Yes	Yes	2012	28/03/2013
29.	Cash Management and Investment Policy	Yes	Yes	2012	28/03/2013
30.	Customer Care, Credit Control and Debt Collection Policy	Yes	Yes	2012	28/03/2013
31.	Supply Chain Management Policy	Yes	Yes	2012	28/03/2013
32.	Inventory Management Policy (New Policy)	Yes	No	N/A	2014/2015
BYLAWS					
33.	Electricity Supply Bylaws				

34.	Waste Management Bylaws	Yes	Yes	29/08/2012	2017
35.	Cemetery Bylaws				
36.	Nuisance Bylaws				

The table below shows the result of a community survey conducted in respect of rating good governance and public participation within the municipal communities.

DRIVERS	ASSESSMENT		
	Financial	Performance	Compliance
Good 			
In progress 			
Intervention required 			
LEADERSHIP			
Provide effective leadership based on a culture of honesty, ethical business practices and good governance, protecting and enhancing the best interests of the entity			
Exercise oversight responsibility regarding financial and performance reporting and compliance and related internal controls			
Implement effective HR management to ensure that adequate and sufficiently skilled resources are in place and that performance is monitored			
Establish and communicate policies and procedures to enable and support understanding and execution of internal control objectives, processes, and responsibilities			
Develop and monitor the implementation of action plans to address internal control deficiencies			
Establish an IT governance framework that supports and enables the business, delivers value and improves performance			
FINANCIAL AND PERFORMANCE MANAGEMENT			
Implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting			
Implement controls over daily and monthly processing and reconciling of transactions			
Prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information			
Review and monitor compliance with applicable laws and regulations			
Design and implement formal controls over IT systems to ensure the reliability of the systems and the availability, accuracy and protection of information			
GOVERNANCE			
Implement appropriate risk management activities to ensure that regular risk assessments, including consideration of IT risks and fraud prevention, are conducted and that a risk strategy to address the risks is developed and monitored			
Ensure that there is an adequately resourced and functioning internal audit unit that identifies internal control deficiencies and recommends corrective action effectively			

DRIVERS	ASSESSMENT		
	Financial	Performance	Compliance
<p>Good </p> <p>In progress </p> <p>Intervention required </p>			
<p>Ensure that the audit committee promotes accountability and service delivery through evaluating and monitoring responses to risks and providing oversight over the effectiveness of the internal control environment including financial and performance reporting and compliance with laws and regulations</p>			

RISK MANAGEMENT

INFORMATION TECHNOLOGY SYSTEMS

Emnambithi/Ladysmith Municipality relies heavily on Information Technology (IT) systems in the performance of its statutory financial management, reporting and administrative functions. Ineffective information systems controls may contribute to financial management weaknesses, inaccurate financial and predetermined objectives, and subsequently poor performance.

A significant percentage of the weakness reported in the previous year had not been completely addressed and the risk of fraud and loss therefore remains. Weaknesses were identified in the following areas of the management of these information systems.

Information technology governance

An IT governance and controls framework that make provision for the structures, policies and processes that would ensure that IT supports the organisation's strategies and objectives, had been adequately designed, effectively implemented with minor deficiencies identified and is operating effectively with few overall control exceptions.

Security management

Security management controls, which should prevent unauthorised access to the application system that generates the information used to prepare the financial statements, had been adequately designed, implemented and is operating effectively with control exceptions.

User account control management

User access controls, which should ensure that only valid and authorised users are allowed access to initiate and approve transactions on the system and that user access is adequately segregated when transactions are captured and approved, have been adequately designed, implemented with minor deficiencies and is operating effectively with few overall control exceptions.

Program change management

Change management controls, which should ensure that any proposed changes to the existing information systems environment are coordinated, scheduled, authorised and tested to prevent unnecessary disruptions, erroneous changes and unauthorised and inappropriate access, have been inadequately designed, implemented and is operating ineffectively.

Facilities and environmental controls

Physical and environmental controls, which should be implemented to ensure the security, integrity, performance and accessibility of the systems and information, have been adequately designed, implemented and is operating ineffectively.

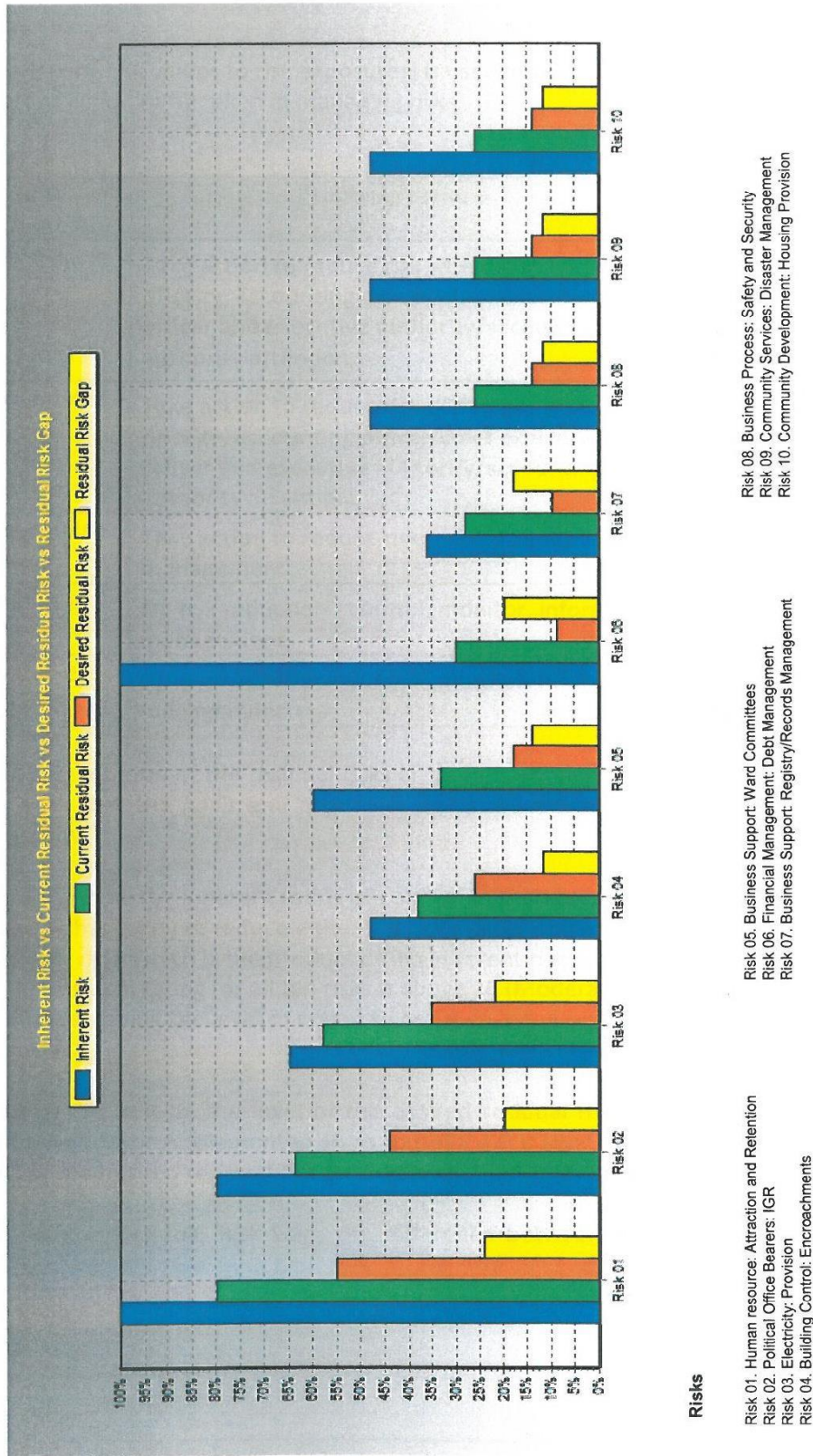
RISK ASSESSMENT

The KwaZulu Natal Provincial Treasury undertook a risk assessment for the Municipality and identified 10 top residual risks for the Municipality that should be given high priority such that the goals and objectives of the Municipality can be met effectively, efficiently and economically. On the graph the blue bars show the inherent

rating of risks i.e. in the absence of any actions management might take or has taken to reduce either the risk's likelihood or impact. The green line is level of current residual risks which is the product of the inherent risk rating and the control effectiveness factor. The residual rating for all ten risks is above the moderate level (>20) which is used as a threshold in terms of understanding the level of action to be taken in managing risks and this is clearly outlined on the table above.

The orange line on the graph reflects the level of the desired residual risk. Action plans identified during risk assessments need to be implemented so as to reduce the level of the current residual risk (green line) to the level of the desired residual risk (orange line). The yellow line indicates the Residual Risk Gap, the difference between the residual and desired residual risk.

Residential risk exposure	Risk Acceptability	Proposed actions	Risk Values
Critical	Unacceptable	Take action to reduce risk with highest priority, accounting officer/ chief executive officer and executive authority/ accounting authority attention.	> 60
Major	Unacceptable	Take action to reduce risk with highest priority, accounting officer/ chief executive officer and executive authority/ accounting authority attention.	> 35 ≤ 60
Moderate	Unacceptable	Take action to reduce risk, inform senior management.	> 20 ≤ 35
Minor	Acceptable	No risk reduction-control, monitor, inform management.	> 10 ≤ 20
Insignificant	Acceptable	No risk reduction-control, inform management.	≤ 10



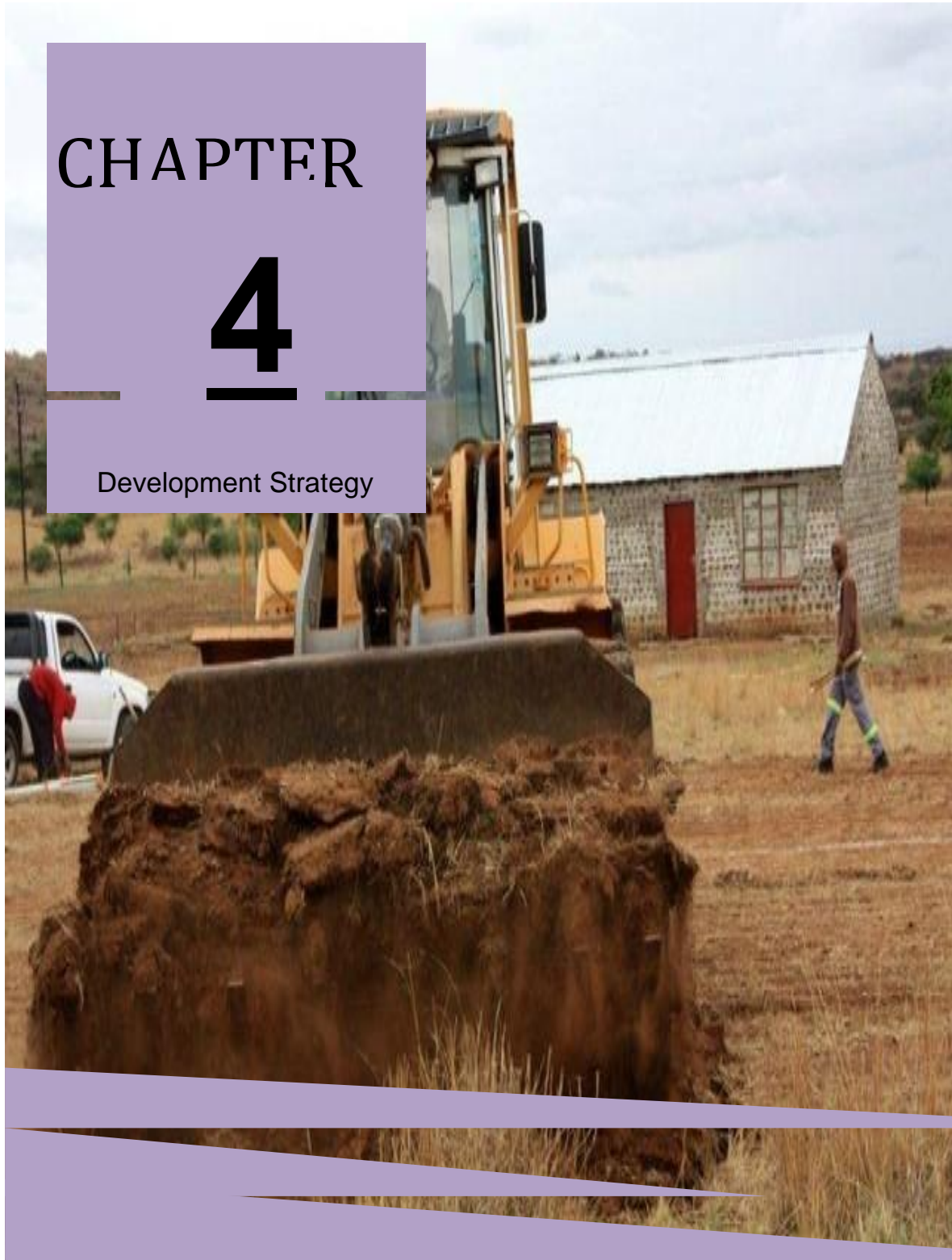
These risks are given priority by the municipality such that the objectives and goals of the Municipality can be met effectively, efficiently and economically. The municipality has devised a number of strategies and programmes (outlined in various

sections of this document) in an attempt to reduce/ prevent the said risks amongst others.

CHAPTER

4

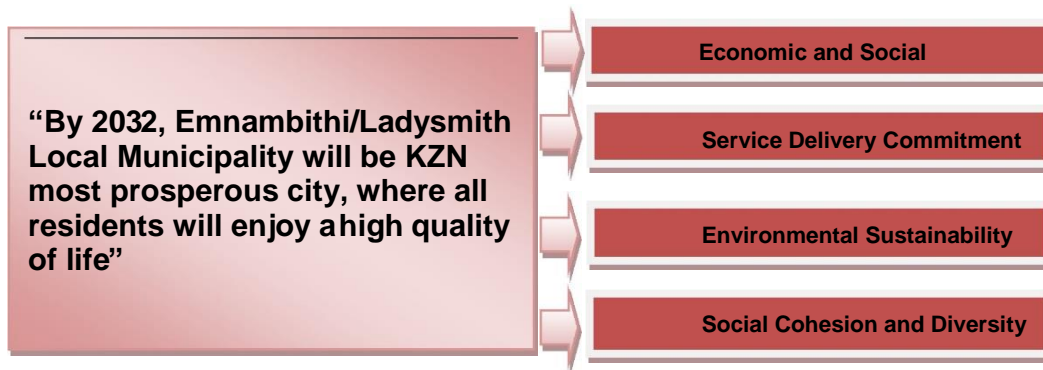
Development Strategy



Development Strategy

Through a vigorous process of analysing the internal and external macro and micro environment, the strengths, the weaknesses, the opportunities and the threats of Emnambithi/Ladysmith Local Municipality, together with the statutory mandate, framework of municipalities which was ushered in through the constitution and MSA and many other legal policies. The Municipality affirms itself to the following ten year strategic but practical and achievable vision of stating that:

3.1. The Vision



The vision commits the municipality to championing economic development within the key sectors that characterises Emnambithi/ Ladysmith. It also entrust the municipality with the responsibility of delivering services and creation of a safe and healthy environment. This vision is also embedded with economic, social, service delivery and social cohesion elements.

3.2. Elements of the Vision

The ELM vision encompasses the following five dimensions of development in which we strives for:

6. **Economic:** a broad, diverse and inclusive economy that grows atleast at a 7% growth rate per annum in order to create conducive conditions for employment opportunities.
7. **Social:** social harmony and inclusiveness, poverty alleviation.
8. **Service Delivery:** a service excellence to all our members of society.
9. **Social Cohesion:** unity and strength.
10. **Environmental Sustainability and Diversity:** development that meets the needs of today without compromising the ability of the future generations to meet their own needs. We strive for tolerance of diversity.

3.3. Mission

The core mission of Emnambithi/Ladysmith Local Municipality emanates from the 1998 White Paper on Local Government. The municipality sets itself to being:

A Municipality that wants to create a more inclusive society by working towards greater economic freedom for all the people in Ladysmith and this will require the municipality to increase opportunities by creating an economically enabling environment in which investment can grow and jobs can be created.

The Core Mission ELM

1. A **developmental** local government that works together with local communities in order to find sustainable ways to meet the local communities' needs and improve the quality of local communities lives.
1. An **enabling** sphere of government that facilitates the provision of basic services and economic opportunities.
2. We ensure **good governance**, transparency and accountability in all sectors of the organization.
3. We maximize the effective utilisation of the municipality's **financial resources** so as to ensure the long term viability and sustainability of the municipality.
4. We ensure that natural **resources** (renewable and non-renewable) are utilised in a sustainable manner; that their distribution should benefit every individual member of the civil society.

Further to the above, it is a legal requirement of the Municipal Systems Act that Municipalities should set and implement strategic priorities, objectives, indicators and targets aligned to the local government strategic agenda. Moreover to this, the framework should be in line with the Performance Management System of the municipality so as to enable the assessment of developmental progress and shortfalls of each area and enhance where applicable and necessary. Therefore, Emnambithi/Ladysmith has set the following strategic priority areas and strategic objectives:

3.4. Strategic Priority Areas

- ❑ Good governance/ Institutional Development
- ❑ ❑Urban development/renewal
- ❑ Rural development
- ❑ Poverty alleviation ❑ LED and job creation
- ❑ Prevention of HIV/Aids
- ❑ Community Safety and security ❑
- ❑ Community participation
- ❑ Skills Development (project)
- ❑ Revenue Enhancement (project)
- ❑ Customer Care

3.5. Core values and principles governing ELM

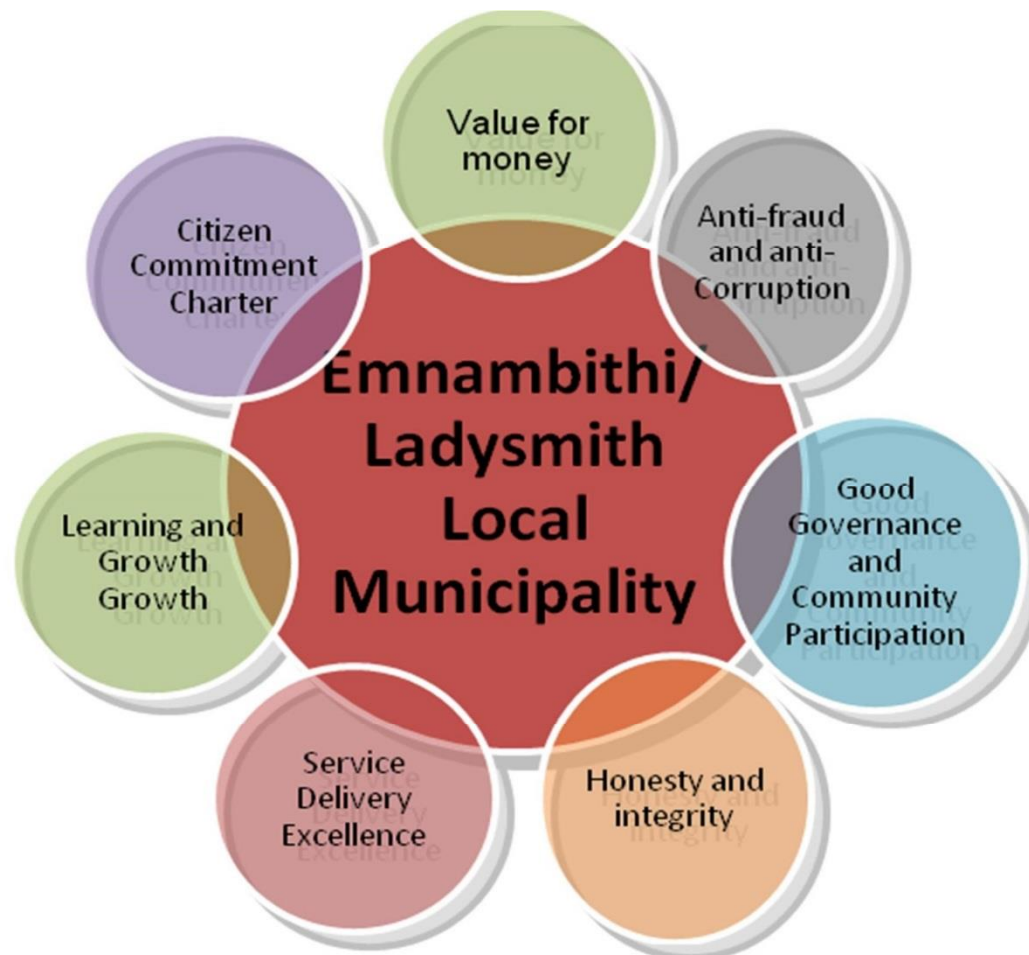


Figure 10: ELM CORE VALUES

Since Emnambithi/Ladysmith Local Municipality fully understand its constitutional mandate of service delivery and transformation of the lives of the poor and the rendering of basic services to all its citizens, it holds the following 8 Batho Pele Principles of service delivery:

1. **CONSULTATION:** This is about asking our customers what they want and finding out how we can best meet their needs. This may be done by questionnaires, or by talking to customers. It's important to consult as many of our customers as we can and to use the information we receive to help improve our service to them. It's important to report back to customers so they know what to expect, and to our staff so they know what is expected from us.
2. **SERVICE STANDARDS:** While we should continually try to improve the service we give, it's also about how well we promise to deliver our services at any time. If we already know what is important to our customers then we can set service standards which must be realistic depending on the resources we have. We should also be able to measure these standards so that everyone can see if they are being met.
3. **ACCESS:** Access applies especially to the previously disadvantaged sector of the community and to the people with special needs. These may include access to our department for the physically disabled, or having services which are too far away from people to visit. Good staff attitudes and addressing customers in their own language makes access easier.
4. **COURTESY:** Courtesy is not only being polite to customers, but being friendly, helpful and treating everyone with dignity and respect. We should write down a code of conduct and we should train and assess our staff in customer care. Our managers should monitor the relationship between front line staff and customers and help staff to give a warm and friendly service to everyone.
5. **INFORMATION:** Information is about reaching all our customers to make sure they are well informed about the services our department provides. This may be done in a number of ways-for example through newspapers, radio, posters and leaflets. It's important to remember that different customers have different needs and they do not all speak the same language. We should disseminate a Service Commitment Charter to inform customers about the services we offer.
6. **OPENNESS AND TRANSPARENCY:** This Batho Pele principle encourages our departments to be open and honest about every aspect of our work. We should publish an annual report to tell citizens how our resources were used, how much everything cost, including costs for staff, equipment delivery, services and so on. It should also include how well our department performed-did we keep our promises-deliver on time and so on. If we did not meet our standards, we should list the reasons and find ways to improve our service. We should hold "open days," and invite members of the public to show them how we run our business.
7. **REDRESS:** Redress is making it easy for people to tell us they are unhappy with our service. We should train staff to deal with complaints in a friendly, helpful manner. We should apologise and put the problem right as quickly as possible. We should tell Customers how and where to complain and we should keep a record of all complaints and how we dealt with them. We should understand that complaints can help us to improve our service as they tell us what our customers want.

8. **GIVING BEST VALUE:** This principle includes giving our customers the best service we can using all our resources. It also means eliminating waste, fraud and corruption and finding new ways of improving services at little or no cost. This might include us forming partnerships with other service providers and the community. If we work efficiently and maximise our skills we will add value and produce service excellence to give our customers the best value for their money.

In addition to the above, the municipality further adheres to the following principles of **accountability, democracy and developmentalism**:

We remain accountable to the people we serve

We hold high principles of public management

We are guided by good objectives to see the lives of our citizens improved for the better We instil the notion of equal society

We respect the rule of law

We are sensitive towards the needs of the community

We maintain good integrity

We conduct our financials in a sound manner with prudence and discipline.

3.9. Core Values

□ Value for money □ Promotion of Anti-Fraud and Anti-Corruption □ Good Governance and Community Participation □ Citizen Commitment Charter □ Honesty and integrity □ Learning and Growth □ Service Delivery Excellency

3.10. Emnambithi/ Ladysmith Principles

We remain accountable to the people we serve

We hold high principles of public management

We are guided by good objectives to see the lives of our citizens improved for the better

We instil the notion of equal society

We respect the rule of law

We are sensitive towards the needs of the community

We maintain good integrity

We conduct our financials in a sound manner with prudence and discipline

Objective	Strategy	Indicator	Target
To ensure that the Municipality has wellskilled, competent, reliable and motivated employees and Councillors	Training of Finance staff as well as middle management in line with Circular 60 taking into account future promotions	Adopted Employment Equity Plan	30-Jun-14
To improve institutional and organisational capacity	WSP reviewed and submitted to LGSETA	WSP adopted and submitted to LGSETA	30-Jun-14
	Appoint WSP Facilitator		30-Jun-14
	Implement WSP	% of budget spent on WSP	% of total budget (1/2%)
		Number of staff and councillors trained?	Number
To improve institutional and organisational capacity	Review Municipal Organogram	Adopted reviewed organogram	Date - June 2015
Improve municipal performance through PMS implementation	Develop and Align OPMS to IDP	OPMS scorecard developed	Jun-15
	Submit quarterly PMS reports to Council	Number of PMS reports to Council	4
	Conduct IPMS assessments for Section 54/56 managers	Number of assessments conducted	Quarterly total number, example 4x managers/quarter
	Reports by PAC submitted to Council	Number of reports to Council	4

To improve instutional and organisational capacity	Review Employment Equity Plan	Approved Employment Equity Plan	30 June 2015
	Employ people from employment equity targets groups	Number of people from employment equity target groups employed in the three highest levels of management in compliance with approved Employment Equity Plan	Number of people
	Employ woman in senior management positions as per Employment Equity Plan	Number of woman appointed in senior management positions	Number of people
	Employ youth in the municipality	Number of people younger than 35 employed in the municipality	
	Employ disabled people in the municipality	Number of disabled people employed	Number of people
To improve access to infrastructure	Provide new infrastructure		
To plan and support the acceleration of sustainable human settlements at appropriate locations	Provision of decent housing to deserving beneficiaries	Installation of services and construction of housing units	Installation of service in 2006 erven and construction of 2681 housing units
	Review the Housing Sector Plan (ensure alignment with SDF)	Adopted Housing Sector Plan	30 June 2014
Improve access to electricity	Develop an energy master plan	Energy master plan adopted by Council	30-Jul-14

Improve waste management	Review the Integration Waste Management Plan	Reviewed Integration Waste Management Plan	Jun-15
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	Pilot 'Food for Waste' programme in one ward	Number of programmes piloted	1
	Pilot 'War against Poverty' programme into 1 x ward	Number of programmes piloted	1
	Conduct feasibility study for recycling facilities and buy back centres	Feasibility study	30 June 2015
Improve the provision and maintenance of municipal roads and sidewalks	Develop a maintenance plan for 2015/2016	Maintenance Plan approved by Council	30 March 2015
		Maintenance Plan implemented	quarterly report x 4
Enhance access to and provision of social and community services	Provide Market stores	Informal demarcation Plan adopted by Council	30-Sep-14
To ensure enhancement of appropriate and sustainable LED	Review LED Plan	Reviewed & adopted LED Plan	30-Sep-14
	To foster an environment that is conducive for investment by preparing Marketing and Investment Strategy	Adopted Marketing and Investment Strategy	Date
To contribute towards the development of Tourism Sector	Develop Tourism Development Plan	Adopted Tourism Development Plan	30 July 2014
To contribute towards the development of the Agricultural Sector	Prepare an Agricultural Development Plan, in cooperation with the Dept of Agriculture	Adopted Agricultural Development Plan	30 September 2014
To promote the participation of Woman, Youth and the Disabled in LED projects and activities	Develop a database of woman, youth and disabled that are interested in the LED projects	Developed database	30 September 2014
To promote SMME Development	Update database of SMME's	Update database of SMME's	30 August 2014

	Conduct training workshop to SMMEs	Number of workshops	2
Decrease unemployment through LED job creation	Create employment opportunities through EPWP	Number of jobs created	Number
	Create employment opportunities through Siyazenzela	Number of jobs created	Number
	Create employment opportunities through LED Projects	Number of jobs created	Number
To improve municipal inter-departmental and external (including IGR) communication	Prepare Communication Strategy	Communication Strategy adopted by Council	30-Sep-14
	Participate in District IGR Forums	Number of District forums attended	
Alleviate fraud and corruption in the organisation	Implement Fraud and Corruption Policy	Number of fraud or corruption cases handled by the municipality in the current financial year	
	Effective and efficient functioning of Municipal Public Accounts Committee (MPAC)	Number of meetings held	4
Improve effectiveness of public participation in the municipality	Conduct IDP Rep forums and stakeholders meetings	Number of meetings held	6

Improve municipal efficiencies and operations	Conduct IDP meetings in all municipal wards	Number of meetings held	6
	Review Municipality's Bylaws	Number of bylaws reviewed	2
Increase social development in municipal area			

	To facilitate the implementation of Operation Sukuma Sakhe Programme	Number of functional War Rooms	27
		Number of functional ward aids committee rooms	27
Improve financial viability of municipality	Develop Revenue Strategy	Revenue Strategy adopted by Council	30-09-2014
	Annual review of Investment Policy		30-05-2014
To enhance effective and efficient SCM process and procedures	Review SCM Policy	Adopted SCM Policy	Date
	Implement SCM Policy	Implementation of projects according to procurement plan	
	Review Procurement Policy (to include BBEEE)	Adopted SCM Policy	
	Implement Procurement Policy (to include BBEEE)	At least 5 SMME's benefit from municipal procurement processes	

Improve budget implementation in the municipality	Optimize the expenditure of capital budget	Percentage Capital expenditure budget implementation (actual capital expenditure/budget capital expenditure x 100)	
	Optimize revenue collection	% of cash collected from customers against billing	

	Optimize revenue of operational budget	Percentage spent of Operational Budget (OPEX) on repairs and maintenance of infrastructure	
	Financial viability expressed in ratios	Debt coverage Ratio: Total operational revenue less operational grants/ debt service payment due within the financial year	
		Outstanding service debtors to revenue ratio: Total outstanding service debtors divide by annual revenue from services	
		Costs coverage ratio: available cash plus investments divide by monthly fixed operating expenditure	
To improve response to disasters			
	Review Disaster Management Plan (including Contingency Plan) to include possible impacts of climate change	Reviewed DMP	Sep-14
	Establish disaster management centre in Ezakheni Township	Disaster centre in Ezakheni is functional	30-Dec-14

To promote the sustainability and protection of the municipality	Prepare Environmental Management Framework (EMF) to include climate matters	Adopted EMF	Date
Improve strategic and spatial planning in the municipality	Prepare Land Use Management Scheme (LUMS) for the Rural Areas	Adopted LUMS	Date
	Review Spatial Development Framework (SDF)	Adopted SDF	30-06-2014

CHAPTER

5

Strategic Mapping



- SPATIAL DEVELOPMENT CONCEPT
-

Emnambithi/Ladysmith Municipality SDF is compiled in support of the long-term strategic intent and short to medium development program as outlined in the IDP. It is a legal requirement in terms of the Municipal Systems Act, and one of the key sector plans of the IDP. It will guide and inform land development and management, and as such it:

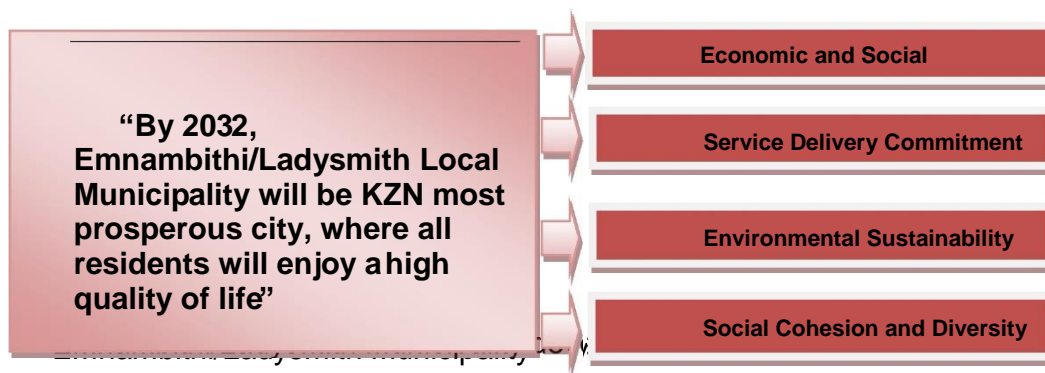
gives effect to principles contained in the Development Facilitation Act, Act No. 67 of

1995, NEMA and other relevant policies; sets out spatial objectives and provides spatial strategies that indicate desired patterns of land use, address spatial transformation, and provide decision making processes relating to the nature and location of development; provide basic guidelines for a Land Use Management System and development of a spatial Capital Investment Framework, align with neighbouring SDFs and the UTDM SDF;

introduces guidelines for decision making and alignment of development programs that impacts on the spatial structure and land use pattern in the area;

provides a spatial representation of the location of the strategic development projects in line with the spatial transformation agenda; and provide visual representation of desired spatial form and land use pattern. ***Municipal Development vision***

FIGURE 2: MUNICIPAL DEVELOPMENT VISION



core element of the development strategy as outlined in the IDP and fulfills the requirements of the Municipal Systems Act. The vision commits the municipality to promoting development that is generative (unlocks opportunities for economic development), sustainable development and the creation of a safe environment. This is interpreted to include social, economic, physical, financial and institutional sustainability, and is in line with Local Agenda 21 interpretation of sustainability commitment to future generations.

The attainment of this vision requires the municipality to facilitate the development of a spatial system that: provides for an efficient movement system, use of scarce resources and decision making processes;

is sustainable from a social, economic, financial, physical and institutional perspective; promotes integrated development; and provides for an equitable access to development opportunities.

Aim and Objectives

The primary aim of the SDF is to facilitate the spatial transformation and the creation of new spatial systems that reflects for sustainable and integrated development.

Its objectives are as follows: giving a spatial expression of the development vision and strategy as outlined in the IDP;

Identifying areas where development should or should not occur;

guiding the municipality in the coordination of development within its area of jurisdiction; giving spatial effect to multi-sectoral projects identified in the IDP; promoting sustainable utilisation of natural resources; and provide a framework for the formulation of area specific development plans. More specifically, the SDF seeks to influence directly the substantive outcomes of planning decisions, whether they relate to the refinement of the SDF through framework and precinct plans or decisions on land use change or development applications and to achieve planning outcomes that:

facilitates restructuring of the currently spatially inefficient settlement patterns; promote the sustainable use of the land and natural resources;

channel private and public sector resources to areas of greatest need and development potential;

redress the inequitable historical treatment of marginalized areas; stimulate economic

development opportunities in rural and urban areas; and support an equitable protection of rights

to and in land. In addition, Emnambithi/Ladysmith Municipality SDF promotes: accountable

spatial planning, land use management and land development decisionmaking by organs of state;

cooperative governance and wider information sharing in plan-making and implementation; and

maximum openness and transparency in decision-making.

Spatial Planning Principles

Emnambithi/Ladysmith Municipality SDF is underpinned by normative principles reflected in various policy documents and pieces of legislation including the Development Facilitation Act (DFA) and the National Environmental Management Act (NEMA). The following principles have been extracted from these sources and are considered appropriate to guide the preparation, review and implementation of Emnambithi/Ladysmith Municipality SDF.

The normative principles are focused on and correlated to the field of spatial planning, land use management and land development, but, as is the case with all principles and norms, need further actualization in specific, concrete contexts. Thus, in the practical implementation of the principles spatial planning, land use management and land development in Emnambithi/Ladysmith will be guided by the following overarching concerns:

Equitable distribution of development, resources and opportunities. This principle featured prominently in the Redistribution and Development Program (RDP), Growth, Employment and Redistribution (GEAR) and is the central concern in the National Development Plan.

Good governance requires robust systems and procedures for spatial transformation and land use management to inform decisions on land development.

Integrated development, which is a key concern in legislation and policies dealing with Integrated Development Plans (Municipal Systems Act) and Land Development (Development Facilitation Act).

Order and amenity, which focuses mainly on the creation of safe and healthy environments suitable for human habitation.

Sustainability emanates from Local Agenda 21 and in South African. The National Environmental Management Act (NEMA) provides a legislative framework in this regard.

Redress, addressed in the Land Reform Program and various, associated pieces of legislation. The focus in this regard is to correct the wrongs of the past.

Efficiency, dealing mainly with, the creation of efficiently functioning environments scaled to the needs of the local people and role-players.

The principles and norms collectively form a vision for land use and planning in Emnambithi/Ladysmith. They constitute a single point of reference, and an overarching coherent set of policy guides to direct and steer land development, planning and decision-making in land use so that outcomes thereof are consistent with the development objectives as outlined in the IDP.

Spatial Planning Approach

Although the boundary of Emnambithi/Ladysmith Municipality is mainly for local governance and service delivery purposes, its delineation was based on a number of factors including population movement patterns, lines of investment and sphere of influence of the existing regional or sub-regional centres. As such, the area could be regarded as a system of interests with a number of sub-systems operating within it. The emphasis of the SDF is not so much on defining and interpreting the manner of operation of the entire system, but to re-enforce linkages and interdependence between the constituent parts, clearly articulating the role of each part and providing for feedback loops. An efficiently functioning spatial system would perform in line with the spatial development norms and standards, and would generate predictable. Emnambithi/Ladysmith SDF adopts a service centre approach and accordingly identifies the following as key restructuring elements:

Development nodes with varying levels of impact and spheres of influence. Development corridors defined in terms of the associated economic development sectors, land use pattern and role in the sub-regional economy.

Typology of settlements located in different environments and forming a continuum from urban to rural, high density to low density, formal to informal, etc.

Agricultural land which differs markedly in production potential based on the quality of soils, location and condition of the environment.

Environmentally sensitive areas.

Each of these plays an important role in the functioning of the spatial system.

Spatial Planning Strategies

Further to the above outlined objectives and the associated approach, the municipality will give effect to the intentions of the SDF through a set of spatial planning strategies that indicates the desired future spatial situation, and broad policy positions to guide decision-making.

Enhancing the Quality of the Environment

Land development within the municipality will be undertaken in an economically, socially and environmentally sustainable manner, and with the following being acknowledged as key interventions for spatial transformation:

protection and enhancement of the environmentally sensitive areas; protection and optimal utilization of high potential agricultural land; creation of an integrated open space system in an urban context; and enhancement of the aesthetic quality of the environment.

Ezemvelo KZN Wildlife has made substantial progress in mapping the environmentally sensitive areas. However, this information needs to be refined and complemented by localised investigations and strategic assessments.

Environmentally sensitive areas provide opportunities for eco-tourism, agriculture and sports and recreation. Similarly, ecological zones such as wetlands, areas where there are endemic species, scenic areas, etc, provides opportunities for environmental conservation and tourism development, and should not be subjected to development pressure.

Protection of High Value Agricultural Land

A sizeable amount of land in Emnambithi/Ladysmith is generally classified as having high and good potential for agriculture. It is important to note that high potential agricultural land has become a scarce and an ever-dwindling resource. Its protection is high on the agenda for the Department of Agriculture, Environmental Affairs and Rural Development. Encroachment of development onto

agricultural land poses a number of challenges, namely: low density urban sprawl which encourages development of inefficient urban spatial systems; declining performance and contribution of agriculture into the district and provincial economy; reduction of land available for food production and against the increasing problem of food shortages and increase in food prices; and need to target high production potential land for the settlement of small and emerging farmers in terms of the land redistribution program.

Sub-division and change of land use on agricultural land is governed in terms of the Sub-division of agricultural Land Act (SALA), Act No. 70 of 1970, and is administered nationally. At present, there is no coherent provincial policy that guides assessment of Act 70 of 70 applications. As such, it is critically important for Emnambithi/Ladysmith Municipality to develop its own guidelines (as part of the SDF) for managing development on agricultural land.

Supporting an Efficient Movement System

The Movement strategy is premised on the provision and maintenance of a highly accessible movement system and network that supports a range of modes of transport (road and rail, public and private) and activities at various levels, intensity and scale. It specifically endorses the promotion of the public transport as the means to increase accessibility of opportunities to all parts of the area.

The efficiency of the sub-region relates directly to the efficiency of its movement system i.e. the ability to move goods and people within and beyond the municipal boundary. By providing an affordable, area wide network of transport routes that facilitates linkages between places of residence and economic opportunities (nodes) this development strategy will actively support the following development paradigms:

proactive absorption of the poor; balanced and shared growth; facilitated social mobility; and settlement restructuring

The Movement Strategy for Emnambithi/Ladysmith Municipality is based on the recognition of the role of different movement routes, and a need for the provision and maintenance of a highly accessible movement system and network. It specifically endorses the promotion of the improved accessibility to areas of opportunity as a key to economic development and growth. While this involves reinforcing the role of the existing road networks, it also seeks to open new movement routes and refine the role of some of the existing roads.

Development Corridors as Investment Routes

Regional transport routes, which link a number of areas, should be viewed as the logical focus areas of an ordered strategy for rural development. These routes should be seen as activity and investment lines. The structure they give to the area is articulated in the form of movement patterns and systematic distribution of land uses in space.

However, not all regional routes are the same in terms of the intensity of use and ability to attract investment, services, economic activities and settlement. Generally, larger routes linking generators of movement and investment have a greater generative capacity than smaller routes. It thus follows that regional facilities and services should gravitate towards these areas. Smaller facilities requiring smaller thresholds should be located along smaller routes.

Viewed in this way, the issue of regional and rural spatial organization becomes one of creating a systemic framework of interlocking activity routes over time. This has an impact of: reducing spatial marginalization; increasing equitable access to all level of services; and promoting investment.

Location of facilities along major routes recognizes the importance of choice to the rural communities with respect to services such as education, health and welfare facilities.

Focusing Development in Strategic Nodal Points

The clustering of various activities at appropriate and accessible nodal locations provides the ELM with a network of opportunity centres. Some of these nodes have benefited from significant public and private sector investment in services and infrastructure, which needs to be managed, maintained and protected. Others are located in previously disadvantaged areas, which have suffered from institutionalised neglect. Although the nodes have contrasting characters, profiles and management issues cumulatively, they accommodate the majority of economic activities, employment prospects, an existing/growing residential stock, and access to community facilities. As such, the strength and feasibility of the nodal points is directly linked to the functioning and health of the sub-region as a whole.

The equitable distribution of services and facilities is one of many issues, that the ELM IDP seek to address. The ordering and location of services and facilities, in a manner that promotes accessibility and efficiency in service delivery, is required. This is critical for the performance of the municipal area as a whole and land use integration. The following planning areas have been identified:

Primary node provides higher order services and facilities. This is a centre of municipal wide significance and attracts movement from all over Emnambithi/Ladysmith and beyond.

Secondary nodes serve the hinterland population in terms of social facilities, and basic retail facilities.

Tertiary nodes provide access to services and facilities at a local scale.

Settlement webs and complexes located in both rural and urban areas serves as the basis for the coordination of the delivery of services.

These nodes will form the focal points for the clustering of development and service provision, and will ensure access to social and economic opportunities for the entire municipal region. The concentration of activities in and around these areas will stimulate further development of higher order activities.

Integration of Different Landscapes and Land Use Zones

The intention with the built environment should be the creation of large continuous precincts of built form, rather than it occurring in spatially discreet pockets or cells, as is commonly the case in the rural parts of Emnambithi/Ladysmith. This is necessary in order to generate economies of scale. The benefits of mixed development are as follows:

More convenient access to facilities.

Travel-to-work congestion is minimised.

Greater opportunities for social interaction.

Socially diverse communities.

Greater energy efficiency and more efficient use of space and buildings.

More consumer choice of lifestyle and location.

Increased viability of urban and public facilities and support for small business (such as corner shops).

A more vibrant and sustainable spatial structure and form results from blurring the distinction between uses and designing places that make walking to the local centre, and bus stop or taxi rank, as convenient and comfortable as possible.

Developing Sustainable Human Settlements

Settlement pattern in the ELM occurs in the form of low-density urban and rural sprawl reflecting the texture of the existing urban centres and rural villages. This pattern is not sustainable and renders service delivery and development ineffective. While this is critical in defining the structure and behaviour of settlements, it has given rise to a continuum of rural settlement that range from

low density remotely located agrarian communities to centrally located relatively high-density urban settlements.

A detailed consideration of the settlement pattern reveals a high level of disintegration and fragmentation. Higher density settlements should be located along the main transportation routes and held together by a web of local access roads and public facilities. At a regional level, they should be knit together by a system of regional access routes. However, settlements are also not static. They respond to change and are continuously in the process of transformation. The key challenge is to turn them from being creations and remnants of the apartheid regime into sustainable human settlements. This has serious implications for detailed planning and development of these settlements:

Centrally located settlement should provide improved access to higher order public facilities, intensive agriculture and other urban services.

They should generate a wide range of opportunities. Sparsely populated settlements are opportunity areas for agricultural development such as crop production and livestock farming.

A convenient settlement improves the level of choice, encourages creativity and investment while a less convenient settlement imposes a lifestyle on people and results in unnecessary expenses.

Settlements should be equitable in the sense that they should provide a reasonable access to opportunities and facilities to all. It is neither possible nor desirable for settlements to be homogenous hence an emphasis on choice.

Establishing Framework for Growth and Development

Development within the ELM raises an issue of the traditional dichotomy between urban and rural, town and countryside. While areas such as Ladysmith Town are considered urban, they are located in a generally rural region and form part of a rural economy. The structure of the local economy blurs the distinction between urban and rural. These realities underscore the necessity of putting together a spatial strategy within the broader development context. It should thus focus on managing the form and texture of development, in a manner that contributes to the following performance criteria:

Creating a more efficient and productive sub-region through the development adoption of policies that seeks to build on the competitive advantages while also unlocking new opportunities.

Improving the overall quality of the urban environment by better integrating environmental concerns within development planning and urban management practices.

Developing an inclusive spatial system that promotes integration of the previously disparate areas and eliminates the mismatch between where people live and where they work.

Creating the base for efficiency in the delivery of services (water, electricity, sanitation, etc), movement, investment and decision-making.

Promoting integrated and coordinated development with all stakeholders working towards a common development vision and agenda.

SPATIAL DEVELOPMENT FRAMEWORK

Emnambithi/Ladysmith Municipality Spatial Development Framework outlines land development guidelines, directives and programs in respect of the following key focus areas:

Spatial transformation

Environmental management

Development of sustainable human settlements. Rural development and agrarian reform

Local and regional economic development.

Urban development and management framework. Land use management.

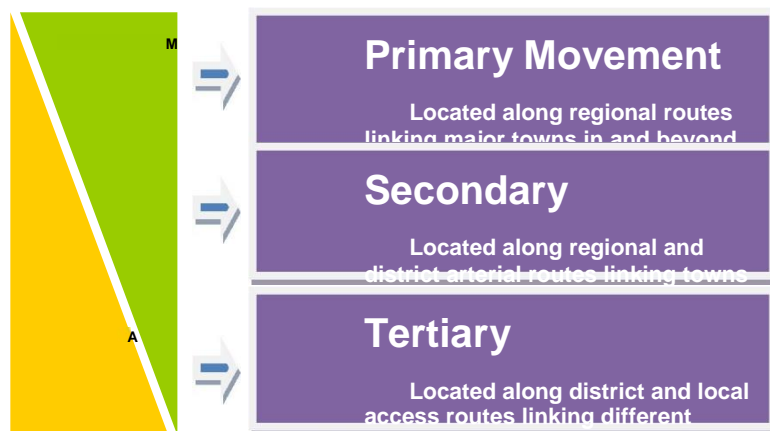
Spatial Transformation

The following are the key elements of a spatial restructuring program for Emnambithi/Ladysmith Municipality:

Hierarchy of corridors. Hierarchy of nodes Settlement clusters.

Hierarchy of Development Corridors

Development corridors in Emnambithi/Ladysmith Municipality occur at different scales depending on function and categorization of the transportation route that forms the basis of the corridor. They carry the flows of people and trade between two points (origin and destination) and encourages nodal development at strategic point. **FIGURE 3: CLASSIFICATION OF CORRIDORS**



System of development corridors in Emnambithi/Ladysmith has been developed on the basis of the levels of mobility and access routes, intensity of use and role in the regional spatial economy. Figure above summarizes the relationship between these two concepts and provides a framework for the three levels of corridors in the Emnambithi/Ladysmith Municipality.

Upgrade and road maintenance projects on corridors that leads to development opportunity areas such as rural service centres, high potential agricultural land and tourism nodes should be prioritized as this will encourage investment, improve accessibility and enhance mobility. This principle supports the phased approach to development, targeting areas of greatest potential first. Development corridors are effective in linking infrastructure and economic development as towns and structures connect to each other in a functionally effective manner.

The N3 National Corridor

The N3 National Corridor runs along the south western part of the ELM. It is identified in the NDP and the PGDS as a development corridor linking the national economic hubs of Johannesburg and Durban. At a local level, it is however a limited access movement corridor with limited bearing on the local spatial system except at key road intersections. The intersection, which is the closest to the urban core of the municipality, namely the N11 and N3 interchange, is not located in the municipality and falls in the Okhahlamba municipality. It also serves as a provincial access route to tourism destinations such as the Battlefields and the Drakensburg.

The N11 National and Provincial Corridor

Although the N11 is also a limited access national corridor, it serves a dual function. On the one hand, it is a major link and trade route between KwaZulu-Natal and Mpumalanga Province through Ladysmith. On the other hand, it is one of the major regional arterials connecting the northern parts of KwaZulu-Natal with towns such as Ladysmith, Dannhauser (to a limited extent) and Newcastle all located along this route. It is the primary access route to the Battlefields and the northern KwaZuluNatal Coal Rim which includes all the above-mentioned towns. It provides access to the Klip River and connects it to a number of agricultural district to the north of Ladysmith. Major settlements such as Matiwane, Driefontein and Nkunzi also gain access off the N11.

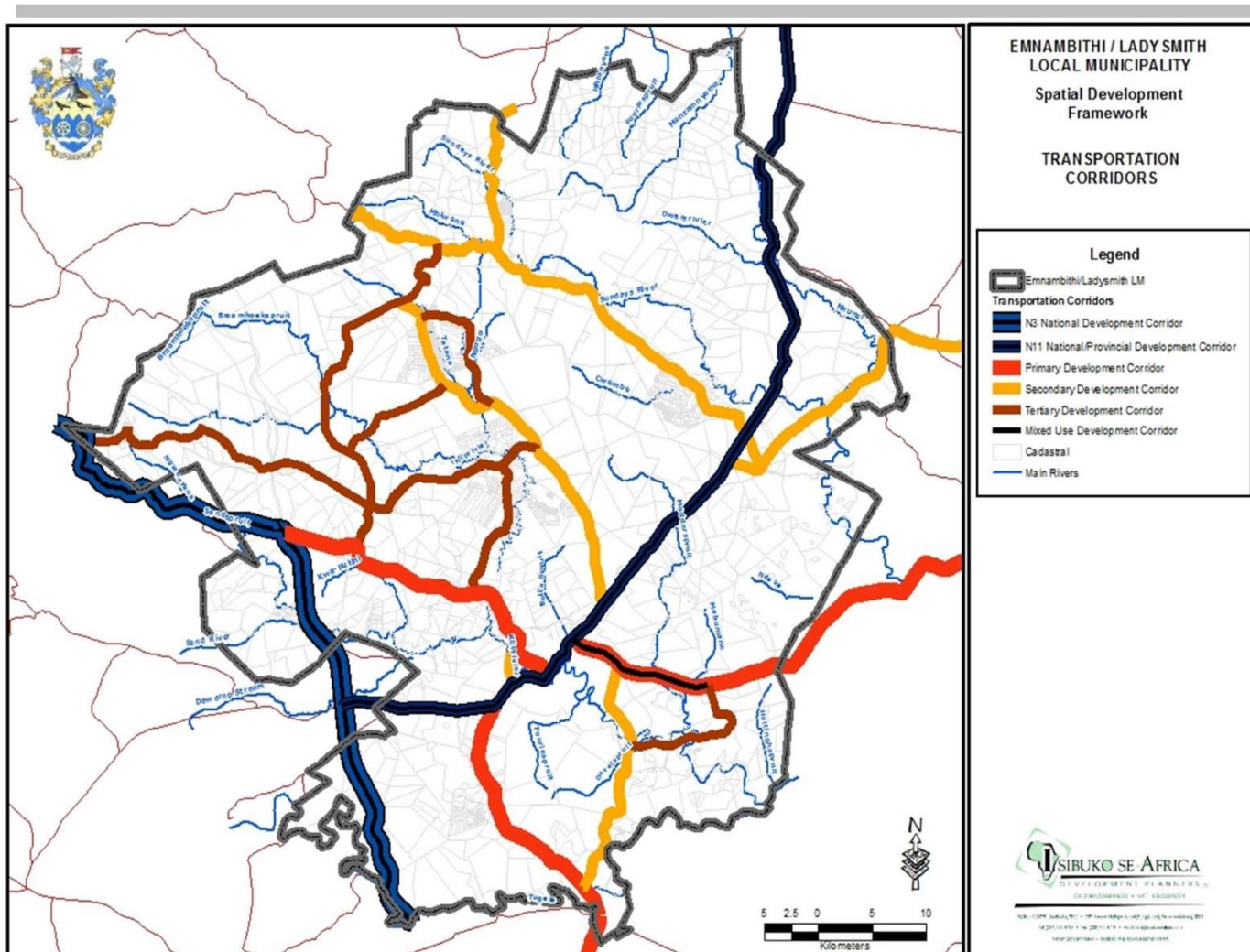
Development along the N11 Development Corridor should follow the following guidelines:

The N11 is a national limited access and high speed public transport route, as such direct access onto this road is subject to the national road transport regulations. Higher order land uses should be accommodated in the nodes, but lower order land uses could develop in a linear fashion subject to alternative access opportunities; and A 15m buffer should be observed from the boundary of the road reserve. This has implications for settlements that have encroached onto the buffer areas.

This road provides an alternative route to Gauteng and Mpumalanga with views of scenic beauty, which can attract both domestic and international tourist thereby promoting LED projects at some locations.

Primary Development Corridors

At least two existing roads have potential to develop as primary or sub-regional development corridors, These creates opportunities to unlock new development



areas through the use of a network of secondary corridors and provides direct access to Ladysmith. The key existing primary corridors are the following:

P32 which runs in an east-west direction from Ladysmith through St Chads and the northern border to Ezakheni Township to Indaka Municipality in the east. This is the busiest corridor in the ELM. It is one of the roads that carry huge volumes of vehicular and trade related traffic. It also provides access to a large number of peri-urban and rural settlements located just outside of Ezakheni Township.

R103 runs parallel to the N3 in an east west direction. It is a regional arterial which carries trade and passenger traffic, and runs through Colenso, Roosboom and Ladysmith. Development along this route is subject to the rules and regulations of the provincial Department of Transport.

Secondary Corridors

A number of roads serve as secondary access routes within the ELM. These provides access to major settlements and serve as a link with Ladysmith town. Secondary corridors include the following:

P189 which runs through Driefontein and serves as the main access route to settlements such Driefontein, Burford, Peace Town, Watersmeet, etc. It is also the main access route to the Driefontein node.

P33 which branches off the N11 approximately 25km north of Ladysmith Town. It is the primary access route to settlements such as Nkunzi, Cremin, and Steincoal Spruit, and also serves to connect Ladysmith and Dundee and Vryheid. It also runs through the coal rim and serves as a regional arterial carrying trade and passenger traffic. This is an agricultural corridor.

P326 which runs between Colenso and Ladysmith through Pieters and Ezakheni Industrial Estate. This road serves as the main access to Ezakheni Industrial and Ezakheni Township. It also runs through commercial farms and has potential for both agriculture and eco-tourism.

P263 which runs in an east-west direction linking settlements such as Elandslaagte and Cremin east of the N11 with Matiwane and Licitania west of the N11 and beyond. It is one of the major links with the Free State Province through Collins Pass and has potential to serve as a by-pass onto the N3. This is generally an agricultural and settlement corridor.

Tertiary Corridors

Tertiary corridors links service satellites in the sub-district and provides access to public and commercial facilities at a community level. Tertiary corridors are as follows:

Road running through Ezakheni Township linking the Ezakheni Colenso Corridor with the Limehill/Ekuvukeni (Indaka) Ladysmith Corridor. This is the main collector distributor road for the Ezakheni Township and the surrounding settlements.

P237 linking Driefontein Complex with R103 through Besters. This road requires substantial upgrading where it becomes D44.

The road from Elandslaagte through Cremin linking Ekuvukeni Ladysmith Corridor with P33 (Ladysmith/Dundee) Corridor. Development of this corridor will open up the area between Cremin and St Chads for future residential development.

Mixed Use Development Corridor

Spatial integration between Ezakheni and Ladysmith is one of the main spatial development challenges facing Emnambithi/Ladysmith Municipality. It is thus recommended that the portion of the main road between the two areas be developed as a low impact mixed land use corridor in the short to medium term. This will ensure protection of the existing agricultural land while also opening opportunities for commercial, housing and industrial development. The proposed shopping complex and housing development gives further impetus to the development of a mixed land use node which accords well with the proposed corridor.

System of Development Nodes

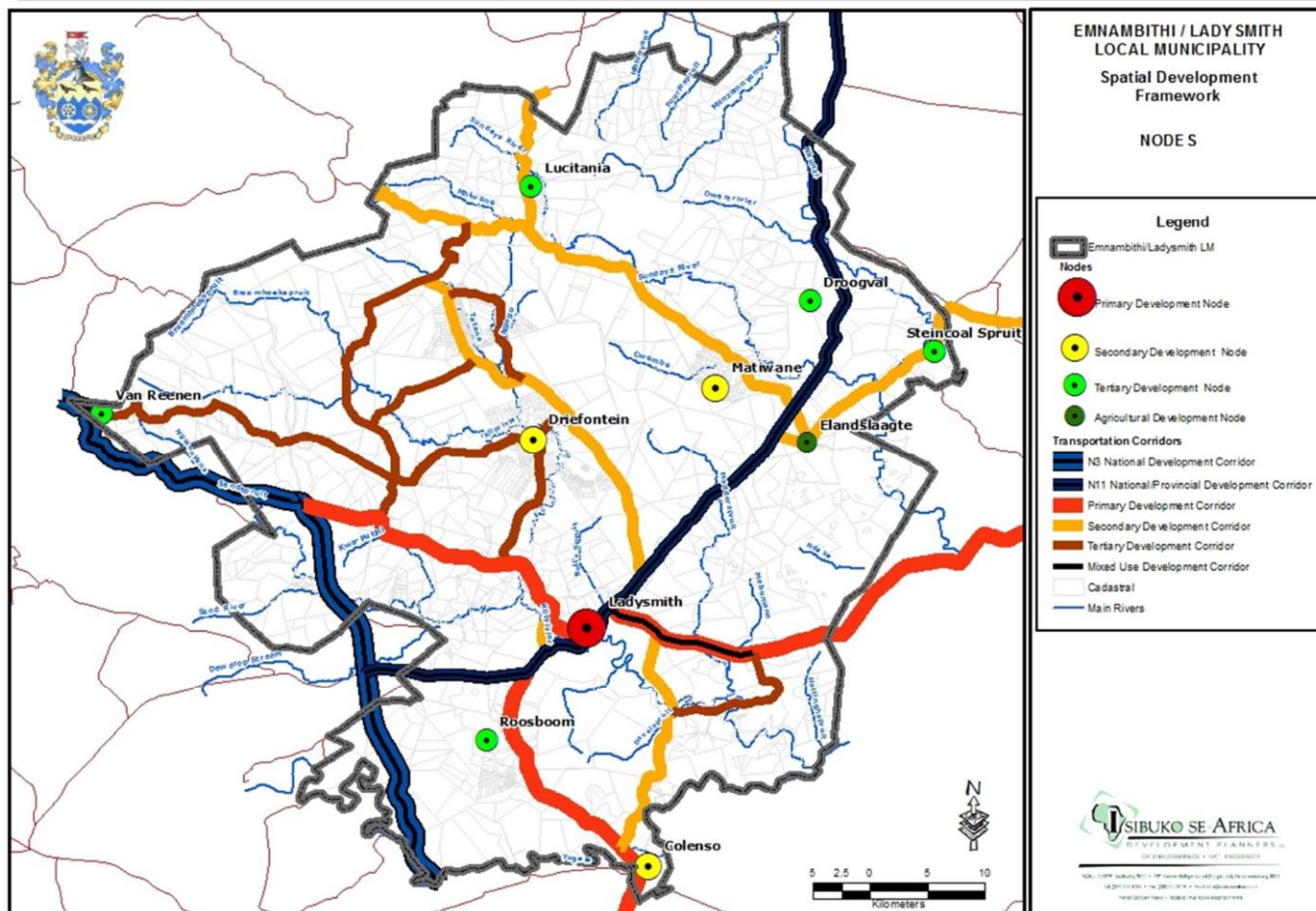
One of the key issues facing Emnambithi/Ladysmith Municipality is a poor settlement pattern, which manifests in the form of the dominance of Ladysmith Town as a regional service centre and an economic hub, as well as the general rural character of the area. The net effect of this is the inability to decentralise and coordinate service delivery at a localised level. As a means to address this, the municipality will facilitate the evolution of a system of nodes incorporating regional, secondary and tertiary/incipient nodes. An activity node offers the opportunity to locate a range of activities, from small to large enterprises, often associated with mixed use development. They are generally located along or at the cross-section of development corridors.

Activity nodes serve as points in the spatial system where potential access to a range of opportunities is greatest, where networks of association create diversity and where people are able to satisfy the broadest range of their day-to-day needs. Being points of maximum economic, social and infrastructure investment, as well as representing established patterns of settlement and accessibility, these nodes must be regarded as primary devices on which to anchor the structure of the sub-regional spatial system. TABLE 5: NODES, FUNCTIONS AND TYPES OF SERVICES

Type of Planning Areas		Functions	Type of Service
Primary Centre)	(Sub-regional	Distribution and coordination point Higher order level of goods and services	Police Station, Hospital, Welfare Office, Schools, Community Hall, Post Office, Bank, Court, Comprehensive sport facility, Developed Economic Centre, Information Service Centre, Emergency Service Centre,
Secondary Centre)	(Community	Lower order level of goods and services as compared to primary node	Police Satellite Station, 24hr clinic, Weekly Welfare Mobile Services, Schools, MPCC, Weekly Information Mobile Services, Post Net, Mobile Bank Services, Tribal Court, Basic Sport Facility
Tertiary Centre)	(Neighbourhood	Serve to provide a convenient service to the village community	Mobile Clinic, Schools determined by population density, Community Halls determined by population density, Postal Services determined by population density, Basic Sport Facility

Primary Node

The Ladysmith Town is a sub-regional centre servicing the entire Emnambithi/Ladysmith Municipality and beyond. Therefore this is a primary node for investment promotion and centre of supply of services in the Emnambithi/Ladysmith Municipality. It forms part of the district spatial systems and is identified in the district SDF as a primary node or main economic hub. This is despite Emnambithi/Ladysmith being recognized as a third order centre at a provincial level. This node has administrative, social, and economic potential and there is provision of concentration of different activities of services. As a sub-regional node, the following activities should be strengthened in Emnambithi/Ladysmith Town:



Emnambithi/Ladysmith Municipality.

Industrial development, focusing mainly on the processing of raw materials produced within the sub-region. Location of public facilities serving the whole sub-region and beyond. These may include district hospital, sports facilities and transportation facilities.

Secondary Node

Development of commercial activities serving the entire municipal area and the surrounding areas (sub-region). Location of district and subdistrict offices of various government departments and serve delivery agencies.

Location of facilities and services for an effective administration and local governance of

While Emnambithi/Ladysmith serves as a regional centre, at least two other areas present an opportunity for the development of secondary nodes with much less threshold/sphere of influence, namely: Colenso.
Ezakheni

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Driefontein
Matiwane.

Three main factors have influenced the selection of these areas, that is:

Location in relation to major access routes. Secondary nodes are located either along a primary or secondary corridor, or at the intersection of the primary and secondary corridors.

Location in relation to large rural or urban settlements, which provides a threshold for services, rendered from these areas. Development potential based on the above two factors, and broad overview of the historical development of the areas as well as the current level of development.

Ezakheni has potential to serve the whole of Ezakheni Township and the surrounding rural settlement. Spatial development in Ezakheni should focus on transforming the area into a mixed land use area, and a viable service centre developed with social, economic and other facilities.

Colenso was previously a thriving rural service centre for the surrounding farming community has experienced decline in both character and function. It is characterized by derelict and poorly maintained buildings, deteriorating quality of infrastructure and the associated services, and lack of investment. With the majority of the land around this town being subject to land restitution and claims, it is critically important to repackage Colenso as a centre of activity and an anchor point for the integration and coordination of support services to the various land reform projects. It also has potential for the following activities:

Low-key commercial activities and service industry targeting local communities and vehicular traffic passing through R103.

Low-density residential development for people who want to be close to urban opportunities, but live a rural lifestyle. Public facilities serving different at least two or more settlement clusters.

Tertiary Centres

In addition to the secondary centres, the vision for the future spatial development of Emnambithi/Ladysmith Municipality makes provision for the development of community centres within a cluster of settlements. These small centres will serve as location points for community facilities serving the local community such as:

Primary and secondary schools.

Clinics including mobile clinics.

Pension pay points.

Community halls and other community facilities.

Continuum of Settlement Clusters

Although it has become a trend in planning practice to identify nodes and order them in a hierarchical format, it is noted that Emnambithi/Ladysmith is predominantly rural in character. As such, exclusive use of development nodes as key spatial structuring elements has potential to undermine the significance of rural parts of the municipal area and relegate rural settlements into subsets of mostly urban nodes. One of the key focus areas of the SDF is to facilitate the evolution of a settlement pattern that reflects strong functional linkages between rural and urban, and the continuum of settlements ranging from deep rural to formal urban settlements.

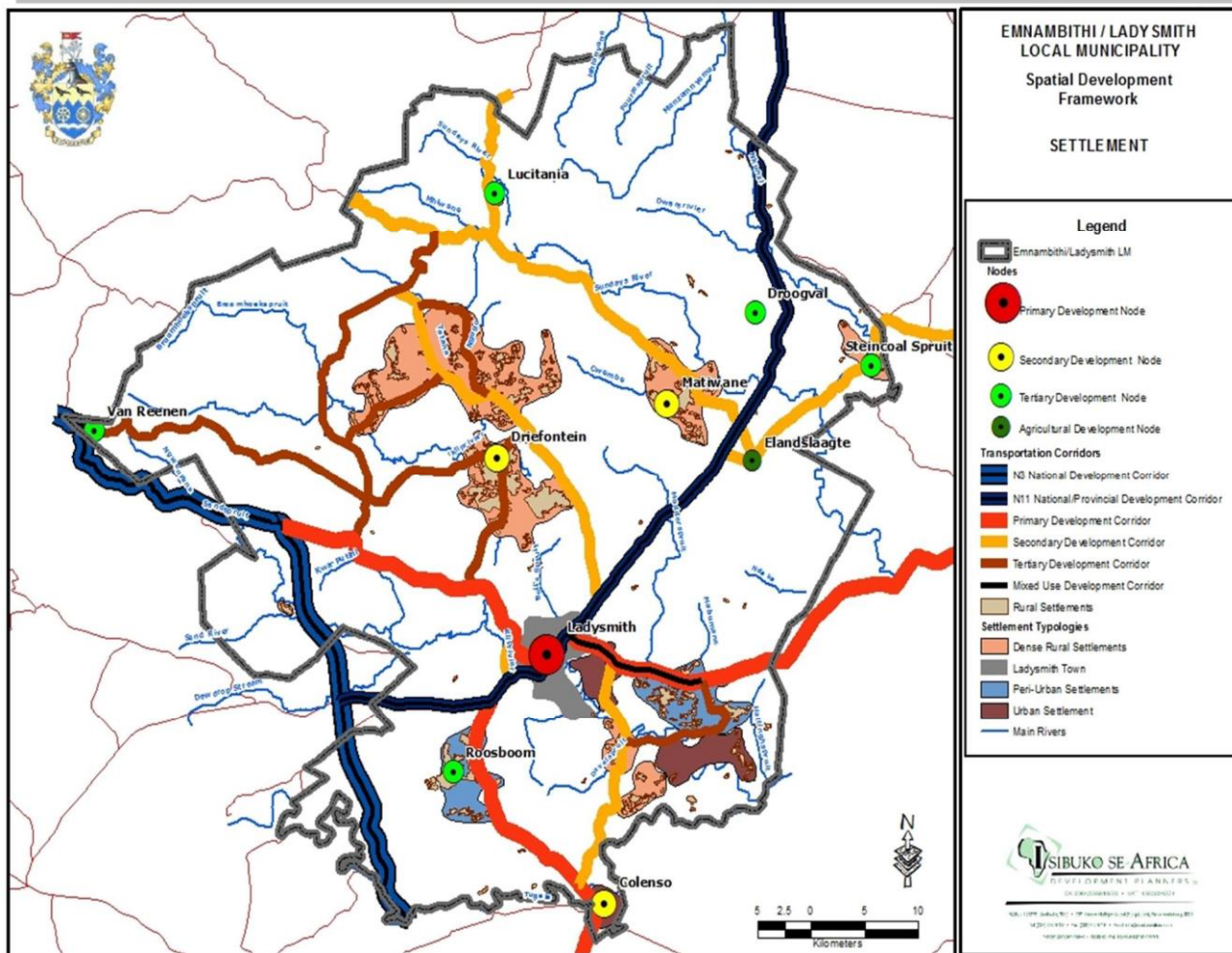
This pattern has a number of benefits, including:

Maximizing choice of lifestyle and where people want to live.

Providing a good framework for the delivery of services and application of service standards based on character of the area.

Unlocking economic development potential at different scales thus providing remote rural areas to realize their agricultural economic development potential.

Improving economic performance of the region.



Urban Settlements

There are three urban settlements within Emnambithi/Ladysmith Municipality, namely:

Ladysmith Town including the surrounding suburbs.

Ezakheni Township

Colenso

An agenda for the management of these areas is set in the sections below, and need not be repeated in this section save to emphasize the need to contain low density urban sprawl and transformation of these areas into efficient and integrated urban systems.

Peri-urban Settlements

Urbanization processes in areas such as Ezakheni has resulted in the blurring of boundaries between rural and urban thus creating clusters of peri-urban settlements. Large and expansive settlements have developed around Ezakheni.

These include the following: St Chads

Roosboom

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Mthandi

Efficient land management in peri-urban areas is critical to deal with challenges of socio-economic change. These areas act as an interface between rural, often informal tenure rights and institutions of enforcement on the one hand, and formal urban-based and mostly statutory law processes. They provide a unique opportunity for rural people to lead a generally rural liestyle in an urban context.

Spatial planning interventions in these areas should focus on the formalization of these settlements through land tenure upgrading, provision of services, development of a range of housing products and improving access to public facilities.

Dense Rural Settlements

Dense rural settlements are an old phenomenon in the rural landscape of Emnambithi/Ladysmith Municipality and the Uthukela District generally. These settlements have emerged as a result of forced removals in the commercial farmlands, apartheid based landownerships patterns and shack farming that became an alternative to farming given the low production potential of the land. These areas should be prioritized for settlement planning as a means to prevent them from degenerating into rural slums. This should entail the following:

Mobilization of land owners and traditional councils (where applicable) in support of settlement planning initiative.

Formalization of institutional arrangements and clarification of roles and responsibilities and cooperation between the municipality and land owners in respect of land allocation and land use management.

Preparation of settlements plans indicating spaces where different land uses may be located and areas where settlement should be discouraged.

Delineation of settlement edge indicating the land required to accommodate further expansion and social development needs over a defined period of time (five to ten years). The urban edge also promotes compaction. Introduction and application of planning standards including average site size.

Scattered Rural SETTLEMENTS

Further expansion of small scattered rural settlements should be discouraged in the short to medium term with an intention to enable them to develop into settlements with a strong agricultural character. Spatial planning interventions in respect of these settlements should focus on the following:

Agricultural development particularly protection of agricultural land from settlement.

Management of grazing land including introduction of strategies such as rotational grazing.

Consolidation of settlements as a means to create service thresholds.

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Settlement Clusters (Complexes)

Rural housing delivery provides an opportunity for the preparation of settlements plans at a local spatial planning unit (settlement or cluster of settlements). The plans should serve as a guide for the development and future allocation of land for different land uses. As such, it is recommended that future settlement plans should be prepared for each settlement and provides for the following: Areas where settlement may or may not occur. This will be derived from an overlay of a series of environmental information such as flood lines, slope, wetlands, etc.

Land reserved for the future location of public facilities such as schools, clinics, etc.

Vacant sites land within the settlement area where residential sites may still be allocated. This is critically important as it provides for the consolidation of settlements.

Establishment and application of standards such as minimum lot size so as to promote equity and facilitate effective use of land. Roads with a particular focus on bus routes and local access roads. However, not all households enjoy road access.

Agricultural land, which includes both arable and grazing land.

Settlement plans should be prepared with full involvement of local communities and the affected and interested parties. They should be simple and easy to follow, and should provide guidance to traditional councils for the allocation of land for different uses.

Sustainable Human Settlement

The 1976 Vancouver Declaration defined human settlement as:

the totality of the human community - whether city, town or village - with all the social, material, organizational, spiritual and cultural elements that sustain it. The fabric of human settlements consists of physical elements and services to which these elements provide the material support.

Over the years, the concept of human settlements has been developed further into a strategic framework for overall socio-economic development. Human settlements are the spatial dimension as well as the physical expression of economic and social activity. The creation of sustainable human settlements is inevitably an objective for social development as it defines and determines the relationship between where people live, play and work on the one hand and how this occurs within the confines of the natural environment. It is one of the most visible and quantifiable indicators of the society's ability to meet one of its basic needs - shelter, and a pre-requisite for sustainable human development and economic growth.

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Land Release

Land identification exercise should be undertaken to identify, map and assess all strategically located land that is suitable for housing development. This is in addition to the land that is subject of the current and planned housing projects. The exercise should be based on the following criteria:

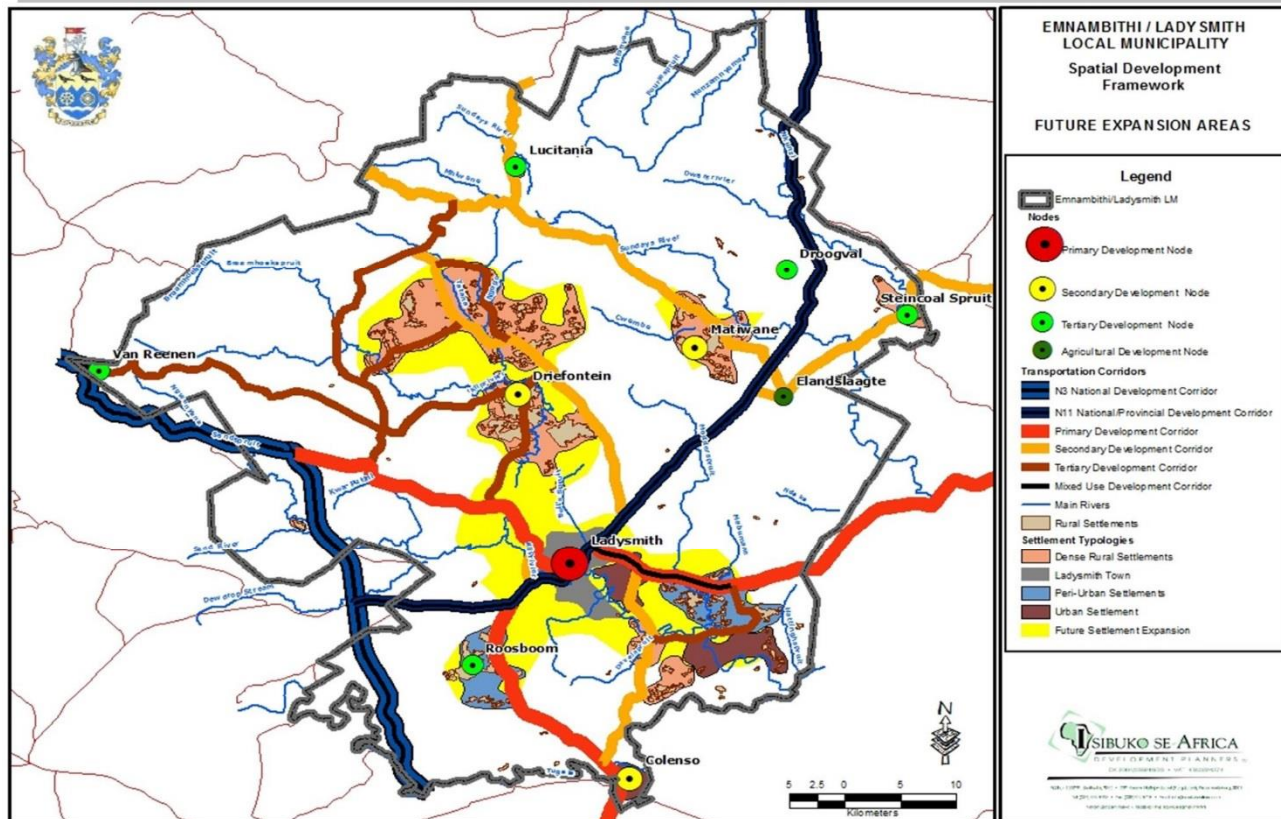
Ownership of land.

Restrictive conditions of title and other encumbrances.

Current land use.

Existing zoning.

Size and potential yield for different housing products.
Availability of services.



Location in relation to employment and other urban opportunities.

Market value of the land as determined by the municipality for rating purposes.

Geotechnical, topographical and other environmental conditions.

The use of the land for housing purposes should be in accordance with IDP and the associated sector plans.

The primary aim of this program is to facilitate the release of strategically and suitably located land as rapidly and cost effectively as possible so as to provide a range of housing products. Particular focus should be paid to state owned land and land located within development nodes and along development corridors and spines as identified in the SDF. This includes land registered in the name of the Emnambithi/Ladysmith Municipality, land held by the Provincial Department of Human Settlements in terms of the power of attorney and land administered by the national Department of Rural Development and Land Affairs (where applicable).

Housing Delivery

A differential strategy should be followed in the development of human settlements. Particular focus in the urban areas should be paid to the eradication of informal settlements and release of land for the establishment of new settlements and delivery of a range of housing products within the urban edge. Dense peri-urban and rural settlements will be prioritised for the development of human settlements through the rural housing subsidy scheme.

Slums Clearance

The following spatial planning directives will be applied in the implementation of slums clearance projects:

Identify all informal settlements and quantify housing need.

Mapping and assessment of informal settlements to establish whether they can be upgraded *insitu* or requires relocation. Develop and introduce a land invasion policy as a means to prevent development of new and expansion of the existing informal settlements.

Rural Housing

The Government's rural housing assistance programme has been designed to complement the realisation of the objectives of the Integrated and Sustainable Human Settlements. It focuses on areas outside formalised townships where tenure options are not registered in the Deeds Office but rather protected in terms of land rights legislation - Interim Protection of Informal Land Rights Act, 1996 (Act No. 31 of 1996). As opposed to registered individual ownership in formal towns, rural households enjoy protected informal tenure rights and/or rental or permission to occupy. The rural housing assistance programme is needs or demand based and

designed to provide housing and infrastructure assistance within the specific circumstances. Dense rural settlements will be for prioritized rural housing.

Breaking New Ground Projects

Emnambithi/Ladysmith Municipality has developed a Housing Sector Plan. The Housing Sector Plan estimates the current housing backlog to 5000 units calculated on the basis of census data, informal settlements and backyard shacks. Naturally, since the municipality is mainly rural and has a high percentage of unemployment, the greater percentage of the housing need is for affordable housing units. Assuming an average density of 25 dwelling units per hectare (including roads), it follows that nearly 200ha of land is required in order to address the housing backlog. This should be spread between Ezakheni and Ladysmith.

Middle Income and Upmarket Housing

Middle income and up market housing is undertaken by the private sector in response to an expressed need. However, the municipality can facilitate the delivery of this form of housing through the incorporation of appropriately located land into the town planning scheme area and introduction of appropriate zoning. The area between Steadville and Ezakheni has been earmarked for the development of a range of middle income housing products. Development of this land will reinforce the development of P....as a mixed use development corridor and facilitate spatial integration of Ezakheni, St Chads and Ladysmith.

Bulk Infrastructure Development

Provision of bulk services is the responsibility of Uthukela District Municipality. Sector plans have been prepared for some of the services. The recommendations thereof that have implications for Emnambithi/Ladysmith Municipality have been integrated into the SDF for alignment and integration purposes.

Sanitation

The IDP indicates that Emnambithi/Ladysmith Municipality has a huge sanitation backlog, particularly the rural villages. Packaging of sanitation programs should be based on settlement clusters and be integrated with the drive towards the transformation of rural villages into sustainable human settlements. The following spatial planning standards should be applied in all sanitation projects:

Giving priority to settlements located within priority environmental areas.

Providing settlements located within a 100m of wetlands with lined ventilated pit latrines at the minimum.

Providing urban and peri-urban settlements with water borne sewer.

Water

Like many areas in South Africa, the Emnambithi/Ladysmith Municipality area has inherited the historical legacy of a large backlog of water and sanitation service infrastructure. This situation is clearly intolerable and therefore the efficient and adequate supply of water services for domestic consumption and for economic development is one of the most important challenges facing Uthukela District Municipality, in its capacity as the Water Services Authority for both Emnambithi/Ladysmith and the other local municipalities located within its boundaries. UTM has identified the following as critical and strategic water supply areas:

Additional sustainable water source for Ladysmith and Ezakheni townships.

Bulk water supply system where rural schemes can just be “plugged in”.

Bulk water supply to the settlement clusters.

Raw water supply for Agricultural irrigation (Emnambithi/Ladysmith, Colenso, and some other areas).

Identification of supply zones should be based on the cluster of settlements defined in terms of quaternary catchments. The following spatial planning standards should be implemented in all water supply schemes:

Urban settlements should be supplied with water within the house.

Peri-urban settlements should ideally be supplied with water on site or at least within a 200m from each household.

Dense rural settlements should be provided with water at least within 200m from each household.

Scattered rural settlements should be prioritized for spring protection, source water from the rivers and where possible boreholes.

Improving Access to Social Facilities

Different communities have different priorities in terms of social facilities, and different types of facilities will work efficiently in certain communities. Large facilities with a municipal wide threshold such as a district hospital may not be located in a small poorly accessible settlement. The important issue is not to predetermine the form of all facilities, but rather the positioning of social institutions valued by the community. The precise nature and form of many of these facilities can be determined over time by the community itself.

Community facilities are important place-making elements and they should be used, in combination with public space, to make memorable places. They are dependent upon public support and play an important integrating function in and between communities/settlements. They should therefore be located in places of high accessibility, for the local and surrounding communities. In this way, they bring together people from a number of local areas and are not tied to the dynamics of any one community.

Health

Equitable access to health facilities and services is one of a sustainable human settlements. While the area is generally well provided with hospitals, spatial distribution of clinics could be improved to achieve a target of a clinic for every 6000 households or a clinic within a 6km radius. This could be achieved through the location of clinics in secondary and tertiary nodes where the concentration of public facilities is recommended.

Meeting spaces

Both open-air public spaces and enclosed spaces such as community halls are important parts of social infrastructure. Halls should be located in association with public spaces as this will allow for events in one to spill over into the other, or provide alternatives in case of weather changes.

Halls should also be associated with other public facilities, such as schools and markets. Given the limited number of public facilities which can be provided in any one settlement, it makes sense to concentrate these to create a limited number of special places, which become the symbolic parts of the settlement. The number and location of meeting places cannot simply be numerically derived. Rather, it is necessary to create “forum” places, which over time assume a symbolic significance outstripping their purely functional role.

Education Facilities

The creation of environments which promote learning forms an integral part of the settlement-making process. Learning has both formal and informal dimensions. Schooling relates to the formal dimension of education. Informal learning stems from exposing people to experiences outside the formal learning environment, such as experiencing nature, urban activities and social events. In this respect, the informal part of the learning experience can be enhanced by integrating educational facilities with the broader settlement structure. This can be achieved by locating schools, colleges, technikons and adult education centres close to places of intensive urban activities.

The concept of the specialised self-contained school, accommodated on a spatially discrete site and serving only its pupil population, needs a rethink. Schools should be seen as resources serving both pupils and the broader community. In this regard schools can accommodate the school population during the day and, where possible, adult education during the evenings. Similarly, halls and libraries can serve the school population during the day and the broader community during the evening, ensuring 18-hour usage of facilities.

The need for informal school play space can be supplemented by public space adjacent to which the school is located. Formal sports fields can serve both the school and the broader community. In terms of their location, schools should be part of an accessible, settlement-wide system of education facilities. Accordingly, they should be located close to continuous public transport routes. This

will make schools sustainable over a longer period, since they will draw pupils from a larger area, thus becoming less susceptible to fluctuations in the local population. Provision of education facilities should be based on established planning standards of a primary school for every 600 households and a secondary school for every 1200 households. Future school sites should be located and be integrated into the existing spatial fabric and logic. Secondary facilities could be located in areas where they can be shared between or among settlements thus forming the basis of emerging nodes

The movement network and public transport

Movement should not be seen as a separate element but as an activity which occurs within social space. The degree to which it dominates space varies significantly depending on the type of settlement. In Ladysmith and Ezakheni, equal emphasis should be placed on both spaces which are entirely pedestrian dominated and those which are entirely vehicle dominated. The situation is completely different in rural villages where pedestrian and public are the dominant modes of transport. Public transport is essential in areas that are characterised by low levels of car ownership. As far as possible, transformation of rural settlement into sustainable human settlements should support public transport. Well located and highly accessible settlements should be allowed to expand and increase in density in order to create sufficient thresholds to support public transport and public facilities.

Higher densities in areas such as Ladysmith Town and Ezakheni will increase the viability of public transport and should be encouraged along public transport routes. This is critically important as it promotes concentration of activities and gives effect to the notion of nodal development. There is a strong ordering dimension to movement. At all scales, it is necessary to maximise continuities of movement, as this promotes choice and integration. Land uses should be able to respond freely to movement patterns as this encourages diversity and a mix of activities.

The proposed system of corridors and nodes supports the concept of an integrated public transport system, with most of the corridors serving as public transport routes.

Rural Development and Agrarian Reform

Rural development is intended to create vibrant, equitable and sustainable rural communities. The national government seeks to achieve this through a three-pronged strategy based on: a coordinated and integrated broad-based agrarian transformation; strategically increasing rural development; and an improved land reform programme.

Emerging Farmer Settlement

The role of local government in supporting the land reform program remains one of the poorly defined and uncoordinated activities in the integrated development planning process. The land reform impacts on the local communities, yet it is implemented by a national government department with limited, if any, consideration of the IDPs and the SDFs. Similarly, these documents do not provide an adequate strategic framework for dealing with the land question. Land issues are complex and intricate with some of them (labour tenants and land restitution) being rights driven. Nevertheless, the land reform is one of the significant programs that promise to make a major contribution to economic growth, poverty alleviation and nation building. As such, its implementation should be embedded in the notion of sustainable and integrated development. Emnambithi/Ladysmith Municipality recognizes the importance of the land reform; particularly the role it can play in addressing historical land related conflicts in the area, overcrowding and congestion, as well as promoting agricultural development. As such, the following should guide future implementation of the land reform program within the ELM.

Clustering of projects in a geographic area (across products) so as to optimise development potential, rationalise support services and promote efficient use of scarce resources. Identification of clusters should be based on access, social identity, development opportunities, land use pattern and social relationships. This will provide a framework for a comprehensive approach to the resolution of labour tenant and land restitution claims.

Settlement of the emerging farmers in terms of the Land Redistribution for Agricultural Development (LRAD) or Proactive land Acquisition Strategy should be located close to transport axes on good agricultural land in situations where they have access to ongoing support and mentorship – this by definition would exclude isolated areas of the municipal area.

There is a need to promote off-farm settlement as a land delivery approach where the main need for land is settlement. Such land should be located in accessible areas which can be provided with social facilities and basic services in an efficient and effective manner. It may also form part of a cluster of projects. This will also facilitate housing delivery and development of such settlements as sustainable human settlements.

Identification of high impact projects and integration into the local value chain or development proposals. These projects should also be integrated into the LED program of the Municipality. Opportunities in Umtshezi include game farming, livestock farming, citrus, irrigated pastures, and dryland and irrigated crop production.

It must however, be noted that the land reform is a need and a rights based program. Its primary focus is to transform the land ownership pattern in line with the national government targets.

Land Tenure Upgrading Areas

Land tenure upgrading should be undertaken for both urban and rural informal settlements as part of a process towards the development of human settlements. Particular focus should be paid to the following areas: **343**

Roosboom.

Driefontein Complex.

Matiwanoskop Complex.

Nkunzi.

Steincoal spruit.

Local Economic Development

Emnambithi/Ladysmith Municipality IDP identifies local economic development (LED) as one of the key performance areas (KPAs), and a strategic area of intervention. Investigations undertaken towards a comprehensive LED strategy and implementation plan suggests that the area has potential in commerce and industry, tourism, agriculture and mining sectors.

Tourism

According to Emnambithi/Ladysmith LED Strategy, ELM's potential for tourism development is derived from a range of attractive features such as mountainous terrain, scenic features, and rich bio-diversity. Tourism development should be promoted in the following areas:

Nature based tourism in areas along the Drakensburg, lowveld areas, between Colenso and Ezakheni.

Rural villages where there is an opportunity to celebrate the culture of the local communities.

The area between Colenso and Ladysmith where there are various sites of historical significance.

Ladysmith Town where focus should be paid on conferencing facilities, tourism accommodation and visitor orientation centres.

Eco and adventure tourism in the mountain passes such as Collin's Pass.

Agro-tourism on commercial farms subject to impact on agricultural land.

Agriculture

Agricultural development should be promoted based on potential with high production land being reserved mainly for agricultural purposes. The following agricultural activities are prevalent in the area:

Extensive livestock farming should be promoted, particularly in commercial agricultural areas, but grazing land management programmes should also be introduced to address the increasing problem of soil erosion.

Crop production (irrigated and dryland) should be promoted in low lying areas and irrigation along the main rivers particularly Colenso.

Irrigation estates along the major rivers such as uThukela River and Klip River.

Pastures and dairy in and around Colenso.

Farms say within a five to ten kilometre radius from Ladysmith Town and Colenso should be considered for the establishment of smallholdings where limited processing of agricultural products and tourism facilities should be allowed. The same applies to farms located immediately along development corridors.

Commerce and Industry

The nodal areas should be prioritised for commercial and industrial developments, depending on the size of the threshold, role of the node in the local and regional space economy, and availability of suitable land parcels. Ladysmith Town is the main regional economic hub with huge untapped potential given its sphere of influence and strategic location in relation to the regional and provincial movement and trade routes. It has a well-developed physical infrastructure and is endowed with strategically located vacant and/or underutilised land for further expansion.

Availability of properly zoned and serviced industrial land suggests a need to strengthen functional linkages with the rural hinterland. This will establish Ladysmith as the agro-processing centre for raw materials produced on local commercial farmlands and the surrounding agricultural regions.

Commercial and industrial developments in areas such as Ezakheni and Colenso should resonate with the role of these areas as secondary centres supporting clusters of settlements in their vicinity. Neighbourhood and community centres should be located in nodes that serve a cluster of settlements.

Environmental Management

The human-centred approach emphasises that a central purpose of planning is to ensure that the developmental needs and activities of people living in settlements are catered for and, in particular, that opportunities for people to achieve their full potential through their own efforts are maximised. This approach, rather than being purely cost or technologically-driven, is people-driven and

democratic. The nature-centred approach recognises that natural systems interact in highly synergistic ways, which must be respected if breakdowns in them are to be prevented. Human actions on the landscape, such as settlement-making, must thus

be sensitive to ecological processes. Therefore, rather than imposing settlement development on the environment, this approach emphasises co-existence, thereby creating synergy between man-made and ecological systems. The presently unmanaged growth of both the towns and rural areas has potential to: contribute to the degradation of environmental resources such as the water and plants, contribute to malfunction of waste management systems, overload the transport system, and negatively affect the overall deterioration in the living conditions of ELM residents.

The growth in the local economy of Emnambithi/Ladysmith and surrounds, invariably contributes to an exponential increase in water use, waste generation and energy use in the residential and commercial sectors. If not properly managed, the growth can lead to degradation, some of which is not reversible.

ELM Environmental Management Framework (EMF) identifies, among others, the following as critical interventions to address the current accelerated rate of resource degradation: Catchment management

Conservation through production (include traditional/indigenous agricultural production systems mainly targeting homestead owners and subsistence farmers).

Protected areas

Climate change vulnerability mapping

Waste management

Catchment Management

Emnambithi/Ladysmith is located at the head of the Klip River catchment. As such, good resource management is critical for the integrity and functioning of the upper catchments throughout its length. The catchment is currently under threat, from over-grazing, inappropriate fire regimes, alien plant infestations, inappropriate arable and plantation development and unsustainable harvesting, which in turn leads to groundcover and biodiversity loss and soil erosion. Well managed catchments can perform their important ecological services in a far more effective and resilient manner than those which are under stress from development pressures. ELM EMF suggests the following as interventions to address this phenomenon:

Range management.

Alien plant management.

Conservation through production (community based natural resource management).

Range management

The ELM should work with the Department of Agriculture to determine the appropriate grazing capacity of the area. There are standard methods for doing this, and they are essential for range management. Importantly, this process must involve participation by the communities in question to ensure that local dynamics are accounted for. A rotational grazing system must be designed

and implemented for these areas to ensure that sufficient rest is granted to the rangelands. Each targeted community should have the equivalent of a farm management plan that guides all agricultural development and management for a five year period.

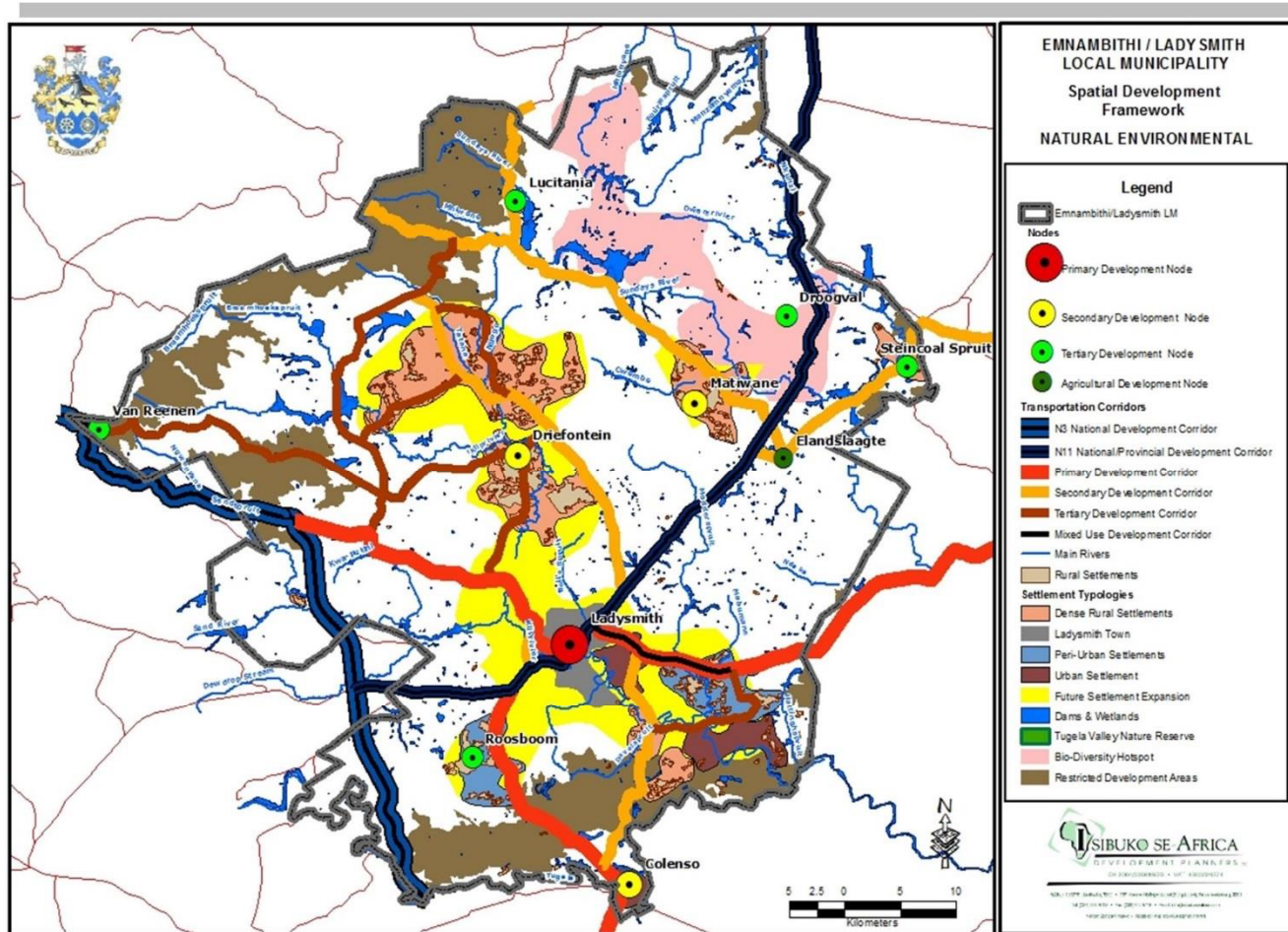
ALIEN PLANT MANAGEMENT

This intervention has two primary aims, firstly, the conversion of certain alien plant infestations (which are a liability) into an economic opportunity (charcoal, bio fuel, poles, firewood, etc), and in so doing provide an economic vehicle for SMMEs / local micro enterprises to generate income through value adding activities. This is an ambitious but possible intervention, requiring excellent technical and management skills, and well structured partnerships between role players, including the private sector, the District, and relevant government departments. There are other such projects elsewhere in South Africa and KwaZulu-Natal which have been successful. Secondly, the control of existing alien tree infestations where they do not present an economic opportunity.

Conservation Through Production

There is no fundamental physical difference between the rural settlements and commercial farmlands. They are both located in the same biophysical area, with the same rainfall, similar soils, and can support similar plant and animal species. However, the major different is the management style and land tenure system. Breakdown of co-operative communal land management has led to extensive overgrazing by wandering livestock, which has bared much of the soil in the surrounding area. Biodiversity loss is severe, livestock are often starving during winter and early spring due to insufficient biomass and nutrition, and most wildlife has disappeared as a result of poaching.

The EMF advocates for the adoption of the 'conservation through production' concept with its central tenet being increasing agricultural production while reducing the vulnerability of rural livelihoods to drought and soil erosion. This requires the application of Community Based Natural Resource Management (CBNRM) approach to involve target communities in designing and driving their production. This will strengthen the chances of success, for both productivity and resource conservation and management.



Erosion prevention and rehabilitation driven from a point of soil, soil nutrient and water management for improved production Indigenous and plantation forest development strategy that takes into account impacts of different species on the environmental resources.

Proper demarcation of land uses based on land quality, potential and available resources.

PROTECTED AREA DEVELOPMENT

The Priority Environmental Areas can be used as the basis for identifying new protected areas. Large portions of untransformed land within these areas have potential for protection, assuming there is a willing community or owner. The EMF identifies some potential areas for exploration and proclamation under the Protected Areas Act. All have high aesthetic appeal and considerable potential for tourism, and are located in the upper Klip River catchment which is important for water security. Some are located on settled land, while the rest is on privately owned commercial farmlands.

Wetland Management

Wetlands play a critical role in the ecosystem water management and biodiversity conservation. As such, they deemed to be no-go areas in terms of development on site. In the interim the following will serve as guidelines for an effective management of wetlands: No activity that will result in the transformation of wetlands is recommended. Wetlands should be retained for the ecosystem goods and services they supply, therefore only rehabilitation and conservation activities are proposed within the zone.

In cases where wetland impacts cannot altogether be avoided or acceptably mitigated on-site, consideration must be given to establishing off-site wetland offsets that would result in positive impacts for wetland management in the region.

32m confidence buffer will be established around each wetland area as on-site delineation of wetlands has not been undertaken.

Biodiversity Management Zones

Protected Areas

Areas of high biodiversity are important for their intrinsic value in the ecosystem. These areas have very high development constraint and care should be taken to ensure that large scale transformation does not occur and that the ecological functioning of these sites is not lost. These areas are afforded legal protection in terms of environmental management legislation. Any development within protected areas is subject to an EIA and will require extensive consultation with all interested and affected parties.

Biodiversity Constraint Areas

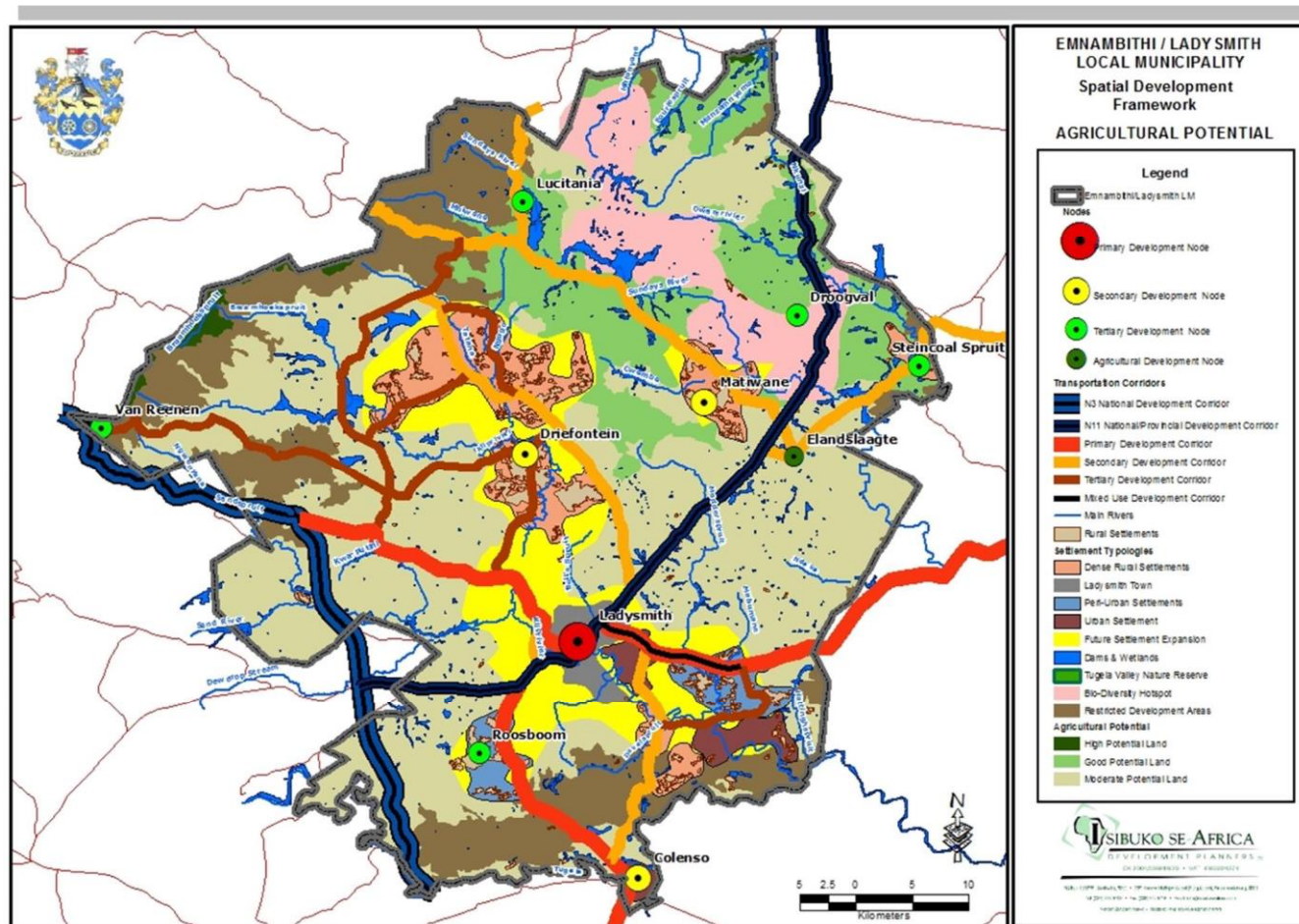
Any development proposed within this zone must be subject to a pre-feasibility assessment which must include all necessary specialist biodiversity investigations and the consideration of alternatives and mitigation. If the site is confirmed to be highly sensitive and the proposed activity is expected to result in the potential net loss of critical biodiversity elements, then the development should be considered fatally flawed from a biodiversity perspective and should not proceed.

Activities that are compatible with biodiversity management objectives and that would result in a net increase in biodiversity should be supported. In cases where biodiversity impacts cannot altogether be avoided or acceptably mitigated on-site, consideration must be given to establishing suitable off-site biodiversity offsets that would result in positive impacts for biodiversity in the region.

Management of Agricultural Land**High Potential Agricultural Land**

High potential agricultural areas offer unique opportunities for cultivation and food security. Areas of high agricultural potential are identified as areas with inherent potential for cultivation based on the soil, slopes and climate of the area. It is recommended that activities that will result in the loss of agricultural potential such as the subdivision of land, settlement and extensive infrastructure development should not be undertaken in this zone. Ultimately these areas should not be developed for purposes other than agriculture, and should retain the opportunity for future agricultural production. As such, they should be maintained either for cultivation or grazing.

In areas of high agricultural potential that also have high biodiversity value it will be important to attempt to identify land uses that may achieve both objectives such as grazing or less intensive cultivation that include areas to be set aside for biodiversity management. High potential agricultural land located within existing settlements but is too small or lack the appropriate infrastructure to become viable agricultural areas could be considered for small scale or intensive food production and urban agriculture.



Good Agricultural Potential

While these areas may have agricultural value this can only be determined through more detailed site specific slope and soil analysis. As agricultural potential of these areas could be high, further investigation of these sites is recommended. If any site is deemed to

have high agricultural potential then the management priorities and land use guidelines for the high agricultural potential constraint should be applied.

Low Agricultural Potential

Land with low agricultural potential refers to areas that have limited value for agricultural production. This may be as a result of steep slopes, unsuitable soils or unsuitable climatic conditions. Activities within this zone are not constrained by agricultural potential. Commercial cultivation in this zone is not recommended and yields from cultivation in this zone are unlikely to be profitable and may in fact result in negative impacts such as erosion and land degradation. Extensive agriculture such as grazing or subsistence gardening may

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however be undertaken in this zone. It is critical however that stocking rates be carefully considered to ensure that land degradation does not occur. It is also critical that subsistence gardening does not occur on steep slopes resulting in erosion.

Agricultural Potential lost due to transformation

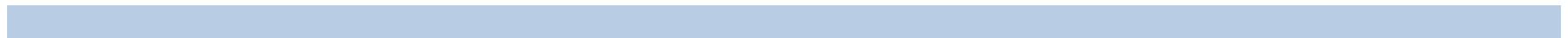
Areas within this zone may have previously exhibited high agricultural potential. Due to land use changes in the past, the potential for agricultural production has been lost. Activities within this zone are not constrained by the agricultural potential. Opportunities for urban agriculture and vegetable gardening should be encouraged.

Urban Management Framework

Urban development program focuses mainly in the three urban nodes within Emnambithi/Ladysmith Municipality, namely: Ezakheni where the main focus should be on township regeneration programme and transformation of the area from being an apartheid township into a post-apartheid sustainable human settlement.

Colenso where the main focus also on urban renewal and intensive urban agriculture.

Ladysmith where the main focus is on land use integration and developing the town into an efficient sub-regional centre. Urban renewal and township regeneration are also critical in Ladysmith.



EZAKHENI TOWNSHIP

Ezakheni Urban Renewal Program (EURP) is intended to transform the social and spatial fabric of the area from an apartheid township into a post-apartheid sustainable urban human settlement. Its objectives are as follows:

To address poverty alleviation, underdevelopment and improve the quality of life for the local residents.

To promote investment, employment and provide support to the SMMEs.

To improve the quality of the environment and facilitate development of an amenable environment.

To facilitate the development of a range of housing products, thus providing choice in terms of lifestyle and where people want to live.

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A detailed programme towards the attainment of these goals is outlined in the Ezakheni Township Regeneration Strategy (Isibani Planning Consultants, 2009). In addition to the interventions identified in the regeneration strategy, spatial planning and development should focus mainly on the following:

Developing a joint initiative with Ithala Bank and other key stakeholders to regenerate Ezakheni Industrial Park. This may include infrastructure development, marketing and investment promotion packages, redesign and redevelopment of the environment outside of the park, etc.

Developing the area along the Klip River for intensive irrigation focusing on the production of niche products and fresh vegetables. Eradication of informal settlements through in-situ upgrading and/or relocation of poorly located settlements into planned mass housing projects.

Identification of land and development of community residential units as a means to address need for rental housing stock.

Redesign and redevelopment of Ezakheni Town Centre into a functional and efficient spatial system. Ezakheni secondary refers to the area in the vicinity of Ezakheni FET College.

Upgrading and maintenance of road infrastructure. This includes the development of sidewalks, pavements and street lighting. Development and/or upgrading of active public open spaces including playlots, parks and sport fields.

Introduction of a land use scheme.

LADYSMITH TOWN

In 2010 the Emnambithi/ Ladysmith Municipality commissioned a study of the Ladysmith town which specifically defined actions which are required to assist the Municipality in initiating the development process in the CBD. These actions take the form of Catalytic Projects, so named because they are designed to stimulate further public and private sector investment thereby building a self-sustaining regeneration momentum. This is done by the projects demonstrating the commitment of the Municipality to the CBD and boosting public confidence in it.

The objectives of implementing the Catalytic Projects are ultimately the economic and social upliftment of the people of Ladysmith and its hinterland. The physical improvements brought about from the Catalytic Projects however are intended to create an environment that is more conducive to doing business, attracting investment and visitors. The catalytic projects include the relocation

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of informal traders in a sensible manner that promotes safety, convenience and whilst keeping the town aesthetically pleasing and conducive for investment. Commercial development projects to attract investment and grow the town include:

Aerodrome development

The municipality is planning to expand and develop the Ladysmith aerodrome so as to attract investment as well as to tap into the tourism industry noting that within our uThukela District there is a world heritage site (Drakensburg mountain). The development around the aerodrome is of a mixed use which will consist of commercial, mixed use housing projects, light industries, Eco-estate. This project is a milestone towards the global economy which speaks to the development of aerotropolis cities.

Indoor Sports Complex

This project is of a mixed use development comprising of a juxta mix of:-High Density Residential, retail, offices, health Care Centre, gymnasium restaurants also meant to stimulate the economy of the town and is strategically located along the N11 National Road corridor and is the entrance of town coming from Durban.

Ladysmith Mall

This project is one of the municipalities main draw card in terms of boosting the economy of the town and attracting investors as well as creating jobs not only in Ladysmith but the district at large, It is strategically located along the N11 which links Ladysmith

and Mpumalanga Province and is at the entrance of the town from Newcastle and Dundee towns. The project is of a mixed use comprising of commercial, retail and housing as a first phase.

LADYSMITH INTERMODAL FEEDER PORT

The sustainability of this R100 million Projected Medium Term Project and has a Transnet PX Goods Warehouse in Ladysmith **replacement value > R 1 billion**, yet unutilised. It has an substantial opportunity to increase rail traffic as a result of Transnet Market Demand Strategy ('**road-to-rail**') due to significant congestion and cost of services in Durban. It has a potential of decreasing **Road related fatalities** on N3 (project to save 25 fatalities and millions of Rand p.a. on average at inception)

As the Ladysmith town we take pride in that this project will be the first of its kind in South African Metal's Exchange and Bonded Warehouse service due to its proximity to the N3 (NATCOR – 4000 trucks a day) and N11 (which sees roughly 1000 trucks a day). The LIFP projects will create over **200 new employment opportunities with more than 1000 indirect jobs** in the first year of existence. Local communities in and around Ladysmith town will benefit from significant spin-offs i.e. accommodation, trucking services, beneficiation and manufacturing.

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Observation Park Phase 2 and Eastgate Housing Projects

The N3 National Route has been identified as a prime development corridor in both the National Development Plan (NDP) and the KZN Provincial Growth and Development Plan. Emnambithi / Ladysmith is strategically well located, being close to the junction of both the N3 and the N11 National Routes, thereby placing the town in an extremely favourable position for growth and development, for which forward planning and development is both necessary and desirable.

Two separate housing catalytic projects known as Observation Park Phase 2 and Eastgate Housing Projects will be initiated within this financial year and it is a logical expansion of the highly successful developments of the first phase of Observation Park and the Mkamba Gardens housing developments, within which more than 600 middle-income housing opportunities have been provided. Observation Park Phase 2 will provide approximately 200 middle-income housing opportunities at a relatively low to medium density, together with the provision of suitable open spaces.

Eastgate, is a proposed mixed-use integrated development node, which has the potential to yield over 2000 residential units, providing for inclusionary housing, as well as middle and upper income housing. In line with present housing and development policy and legislation, the envisaged housing types will range from fully subsidised to partially subsidised, (FLISP), through to fully bonded housing opportunities, as well as rental units. The development will provide appropriate ranges of residential densities, also in line with current planning norms and standards. In addition, the development will incorporate appropriate sites for schools, religious purposes, creches, active and passive open space areas, as well as a commercial / retail / office park component. The

strategic and desirable situation of Eastgate, which straddles both sides of the N11 National Road corridor from Ladysmith to Newcastle, allows easy and convenient access to shopping and other economic and state department facilities in the CBD, as well as to schools, social facilities and employment opportunities within Ladysmith, where most of the sub-region's economic development is concentrated.

Observation Park Phase 2 and Eastgate, are considered as catalytic projects to stimulate and encourage investment and development within Emnambithi / Ladysmith, by being pro-active in planning ahead for the future, to build a liveable, vibrant and resilient town. These developments will assist in catering for the huge and diverse housing demand, caused by natural population growth and urbanisation, together with the demand created from potential investor employees / workers, as well as State, Provincial Department and Municipal employees.

DRIEFONTEIN COMPLEX

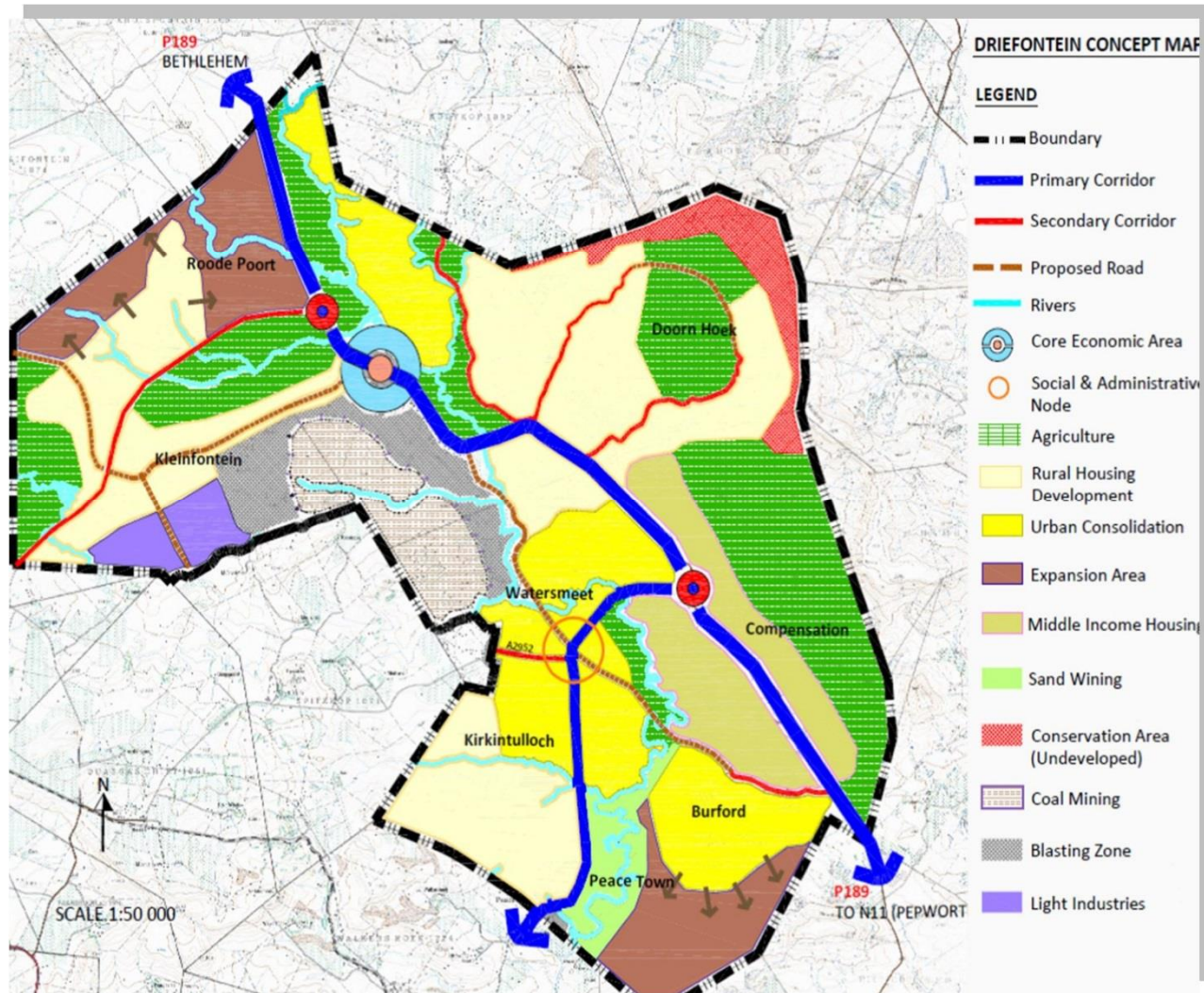
Located on the northern part of the municipality is the Drifontein complex. In order to effect spatial integration, development should be focused in selected nodal areas. Some areas in Driefontein have already benefited from public and private investment in services and infrastructure which needs to be managed and maintained. There are two nodes that have been proposed in the context of Driefontein. These are a node in a Driefontein settlement is identified as a core economic node and a node in Watersmeet settlement is identified as a social and administrative node In the context of the study area, these nodes will form the focal points for the clustering of development and service provision and will ensure access to social and economic opportunities. Nodes in the study area have to be aligned to wider municipal SDF and will be less intense nature, due to its location on the outskirts of Ladysmith.

Future economic development within Driefontein will occur in a coordinated fashion with the following as major land uses commercial, light industrial, sand winning/ mining and coal mining.

The land parcels along P189, between Watersmeet and Burford settlements provides an opportunity for middle income housing. The municipality in partnership with the Department of Human Settlements can consider packaging the housing projects that are primarily targeting the gap housing and rental housing needs within this area.

Existing formal townships should be consolidated through the provision of services such as sewer system, development of public facilities and improved quality of the environment. This will transform the areas from being dormitory suburbs into quality living spaces/environments. These existing townships include Watersmeet, Burford and Kirkintulloch. It is envisaged that in the medium to long term, these settlements will be integrated into the urban fabric and be urbanised accordingly.

Over a long terms this will enable Driefontein to be a mixed integrated residential area. The existing rural settlements may also appropriately expanded to address further housing demand over a long term. Over the long term this expansion will enable the area to be fully integrated with the Ladysmith



COLENZO

Colenso is a small town on the southern boundary of Emnambithi/ Ladysmith Municipality. The Council identifies regeneration as one of key policy priorities, and recognises its strategic significance as a function to not only the Council but also to other service providers and agencies in the Municipality. The Regeneration Strategy has therefore been prepared to place regeneration at the forefront of the Council's thinking and actions across all departments and in its interactions with its partners.

It became apparent from as early as the baseline research and stakeholder consultation that if the Strategy was to succeed in this respect, and begin laying the foundations from which a strong Colenso would emerge, a holistic approach to regeneration would be required. This necessity is manifested in the Strategy's vision for the Town, which seeks to nurture a robust and sustainable economy that promotes the Towns strengths and is fuelled by a vibrant environment and successful communities.

From the study the following is suggested:

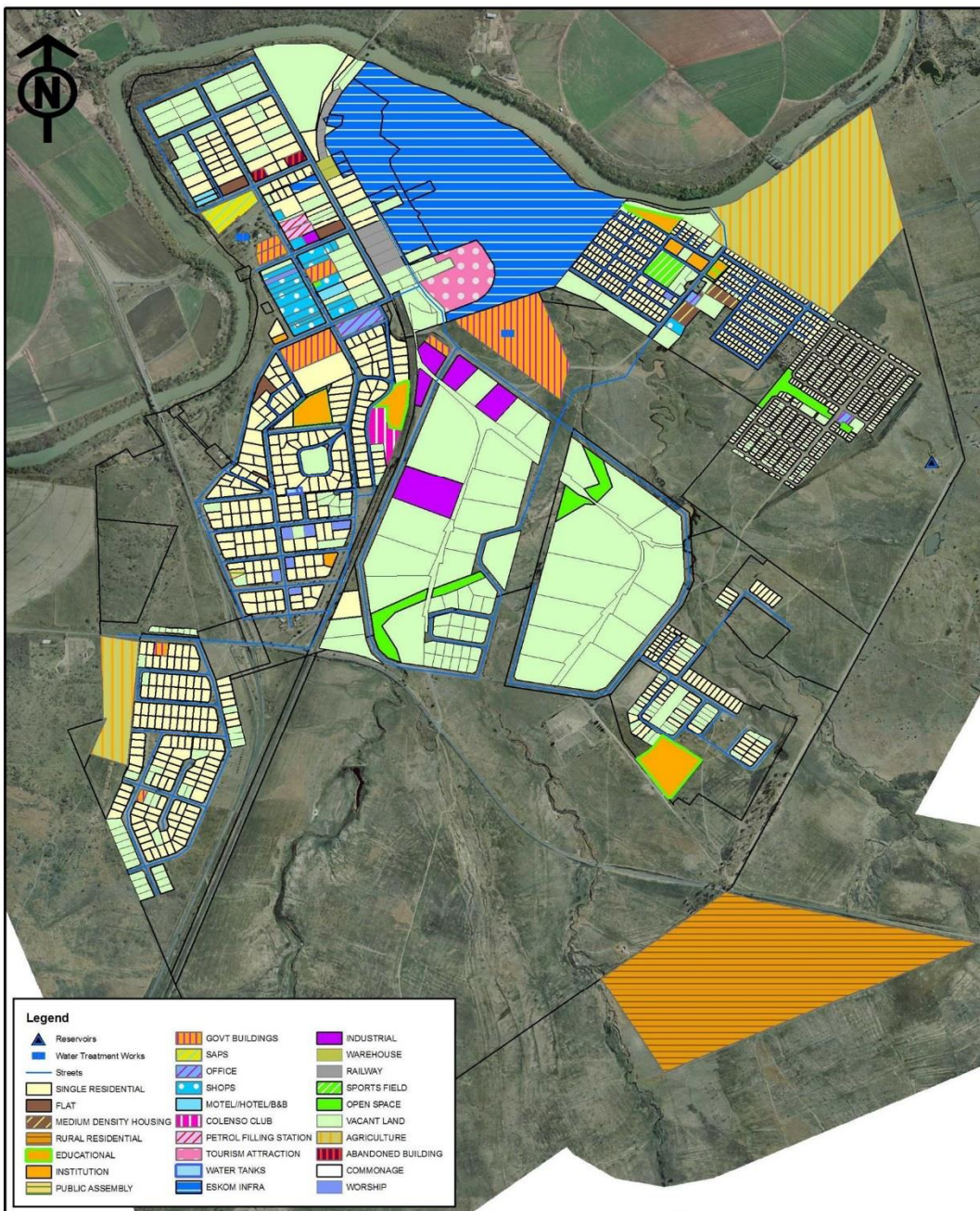
1. An appraisal of surplus Council owned land is required to determine opportunities for affordable housing development. This will mitigate against the anticipated shortfall and create broader regeneration benefits. Technical studies and in some cases public engagement events will be required.
2. The Council and its partners should work with the local SMME's to ensure that Colenso benefits from the proposed increases to apprenticeships. The renewable energy sector, in particular, should be targeted as an area for increase.
3. The ICT infrastructure, including suitable broadband speed, within the County Council will require improvement. This will allow Council staff to work more efficiently by minimising the need to travel.

4. Given the critical role that effective broadband coverage will have on the realisation of the Strategy, the Council will need to lobby for high speed broadband access. Relevant funding opportunities can be sought via the DTI and organisations like the

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Rural Broadband Partnership have considerable experience of working with rural communities interested in increasing their connectivity.

5. The Council and its partners need to enable micro-business and social enterprises to succeed. In particular, support should be given to those working in the fields of renewable energy generation; agriculture; tourism and manufacturing. Reducing unnecessary regulation and developing a network of mentors within the Colenso Regeneration Strategy community should provide a solid basis for micro-businesses and social enterprises to succeed.



MATIWANE, JONONO AND NKUNZI

Located On the eastern part of the municipality is the Matiwane, Jonono and Nkunzi Cluster. The key routes that constitute the entrance points to the study area is considered vital for ensuring that the area is highly accessible and connected to various part with Emnambithi/ Ladysmith and beyond. These routes are considered critically important for supporting economic development and trading within the area.

The development corridors are considered to be regional transport routes, which link a number of areas. These should be viewed as the logical focus areas of an orderly strategy for rural development and spatial integration. These routes should be seen as activity and investment lines. The structure they give to the area is articulated in the form of movement pattern and systematic distribution of land uses in space.

- N11 – has been identified as a primary corridor due to its overall influence economic influence within the area.
- P263 – has been identified as a secondary corridor due to its role in terms of movement and potential to support economic development that can take place within the area
- P33 – is the tertiary corridor due to its high level of connectivity that it provides for some of the settlement areas.
- P39, P216, D264, D90, D386 – these routes serves as the local corridors that only provide access to farms within the area.

Strategic link routes have been identified as P314 and a portion of P263. These routes act a very important role in terms of linking the corridors. In order to effect spatial integration, development should be focused in selected nodal areas. A node is a place of high accessibility onto which both high and private investments tend to concentrate and offers the opportunity to locate a range of activities. They are generally located along or at a cross-section of development corridors. Some areas have already benefited from public and private investment in services and infrastructure which needs to be managed and maintained. There are five no nodes that have been proposed in the study area. These are:

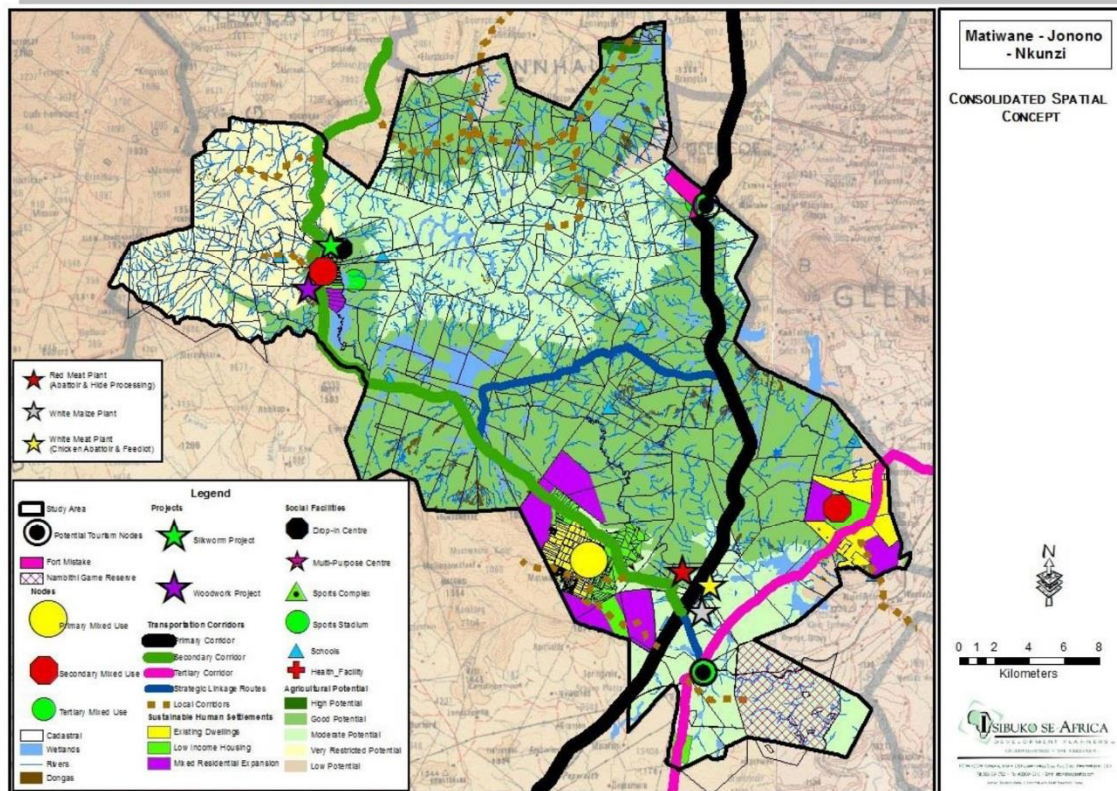
- Matiwaneskop/ Jononoskop Primary node – the area identified as a core economic mixed use node • Lucitania and Nkunzi
Secondary

- nodes – which would mainly serve the social and small scale commercial role.

- Cremin and Fort Mistake Tertiary/ tourism nodes – these would support the tourism assets that exists within its close proximity and be developed in a manner that includes the SMMEs.

A number of low-income housing projects have been proposed inline with the Breaking New Ground Housing Policy. The focus is mainly on the delivery of low-income housing and the municipality in partnership with the Department of Human Settlements are in the process to package these projects. However a need exists to approach housing development in a manner that accommodates all income groups within the area by also targeting the gap housing opportunities. This would ensure that over a long term the area become a mixed integrated residential settlement which is sustainable.

The area presents itself with a number of economic opportunities that are worth exploring and initiating. There are a number of productive farming activities taking place at primary level. The opportunity for expanding the agricultural value chain exists by agriprocessing exists. The natural resource base of the area presents opportunities for small scale light industrial activities which can be piloted as LED projects. The catchment population and non-availability of commercial activities at close proximity to the area present opportunities for commercial investments within nodes. Existing natural and heritage tourism assets presents opportunities for expanding the tourism scope within tourism nodes



MCITSHENI, MTHANDI AND ST CHADS

The areas Mcitsheni, Mthandi and St Chads are located within the Ezakheni Township, part of Emnambithi-Ladysmith Local Municipality and all are surrounding the Ezakheni township.

Some of the key implications for St Chads, Mcitsheni and Mthandi will require the improvement of linkages within the Ezakheni/Acaciavale area in line with the municipal concept. This will be achieved through:

- Facilitating alternative employment opportunities to aid the reversal of population decline in villages/rural areas;
- Promoting balanced sustainable development, to strengthen the identity of the villages;
- Promoting the distinct and unique image and identity of the Ezakheni and surroundings, that will attract greater investment and economic activity to the sub-region;
- Co-ordinated road network improvements;
- Co-operation with the other areas in the municipal areas, in promoting the tourism potential of the natural environment; and
- Using the potential of the ICT network to promote linkages between the villages and nodes in the municipal area To build upon the strengths of Mcitsheni, Mthandi and St Chads by promoting:
 - Sustainable development
 - A vibrant and unique community
 - Mixed tenure for both housing and employment uses;
 - Encourage Skills Development;
 - Promote entrepreneurship;
 - Provision of adequate basic services; and

- Provision of shopping, health and educational needs

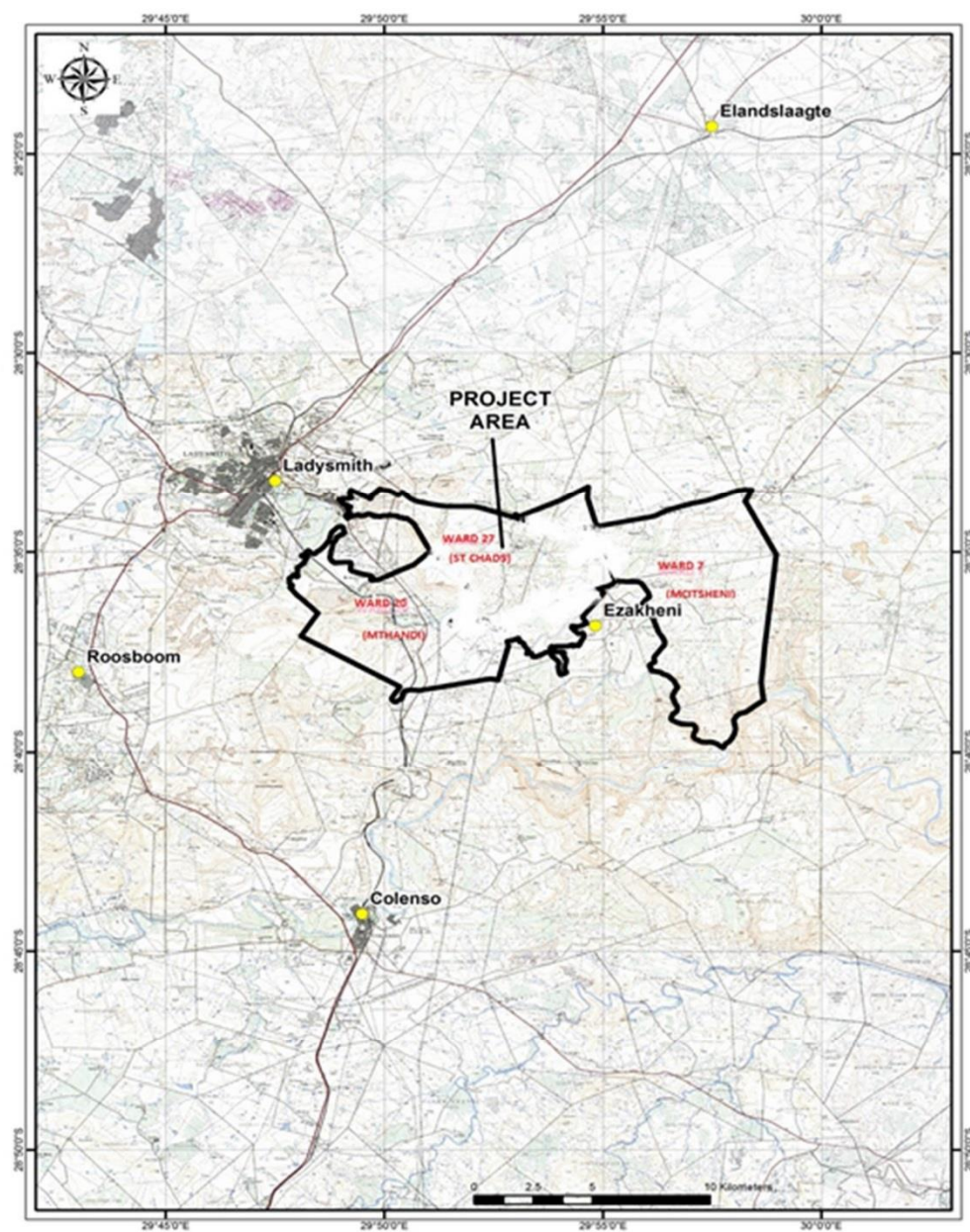


Figure 1. Locality Plan

MIXED USE DEVELOPMENT CORRIDOR

Spatial integration between Ezakheni and Ladysmith is one of the main spatial development challenges facing Emnambithi/Ladysmith Municipality. It is thus recommended that the portion of the main road between the two areas be developed as a low impact mixed and use corridor in the short to medium term. This will ensure protection of the existing agricultural land while also opening opportunities for commercial, housing and industrial development. The proposed shopping complex and housing development gives further impetus to the development of a mixed land use node which accords well with the proposed corridor.

IMPLEMENTATION PLAN

ELECTRICAL ENGINEERING SERVICES PLANNING, DESIGN AND PROJECTS

[illegible]

[illegible]

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT														
Key Challenge	Obj Ref.:	Objective	Strategies	Performanc e Indicator	Baseli ne	5 Yr Targets					Target &Yr (if outside 5 yr period)	Budget (R) ('000)	Source	Responsibility (in Mun)
						Yr 1	Yr 2	Yr 3	Yr 4	Yr 5				
						2012 / 2013	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017				
STORM DAMAGE - STREETLIGHTS Contractor appointed by the Municipality.		To replace all the storm damaged street lights within the Emnambithi / Ladysmith Municipal Areas.				R 5,000,000.00	-	-	-	-	N/A	R 5,000,000	COUNCIL	Planning, Design and Projects – Mr. Y E Seedat

TSAKANE (1010)							-	R10,854,944.23	-	-	-	N/A	R10,854,944.23	COUNCIL	
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Contractor appointed by the Municipality.		To electrify houses in Tsakane.													Planning, Design and Projects – Mr. Y E Seedat
Awaiting appeal period.															
STREET LIGHTING OF RURAL WARDS ROOSBOOM							-	R1,348,000.00	-	-	-	N/A	R1,348,000.00	MIG	Planning, Design and Projects – Mr. Y E Seedat
Eskom Area of supply.		To install street lights in Roosboom.													
Capacity constraints.															
STREET LIGHTING OF RURAL WARDS WATERSMEET AND DRIEFONTEIN							-	R1,814,185.92	-	-	-	N/A	R1,814,185.92	MIG	Planning, Design and Projects – Mr. Y E Seedat
Eskom Area of supply.		To install street lights in Watersmeet and Driefontein.													
Capacity constraints.															
STREET LIGHTING OF RURAL WARDS MCITSHENI, MTHANDI AND ZWELISHA							-	R2,800,888.53	-	-	-	N/A	R2,800,888.53	MIG	Planning, Design and Projects – Mr. Y E Seedat
Eskom Area of supply.		To install street lights in Mcitsheni, Mthandi and Zwelisha													
Capacity constraints.															

COMMUNITY SERVICES

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT											
Key Challenge		Objective	Strategies	Performance Indicator	Baseline	5 Yr Targets		Target	Budget (R)	Source	Responsibility (in Mun)

	Obj Ref. :					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	& Yr (if outside 5 yr period)	('000)		
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						2012/1 3	2013/1 4	2014/1 5	2015/1 6	2016/1 7				
Limited Budgetary Provision and constraints .	EH 1	<i>To revamp 7 x Public Toilets.</i>	<i>To outsource the Project to external or private companies as a pilot , to speed up the process and address the backlog.</i>			1 x	2 x	2 x	2 x			R1174000	11329330 2	
Provision / Supply of Bulk containers in all 27 Wards due to Budgetary financial constraints .	EH 2	<i>Minimization of litter impact on the environment by providing each Ward with 1 x Bulk refuse container in each financial year.</i>	<i>Procurement of one Roll - on Truck and Skip Truck to service both urban and rural areas.</i>				7x Wards	5x Wards	5x Wards	5x Wards	5x Wards	R1350000	11329330 3	
Institutional issue	EH 3	<i>Provision of Staff with</i>	<i>Undertake capacity</i>				5x	5x	5x	5x		R85000	11329100 3	

		<i>required skills and strengthening Municipal capacity.</i>	<i>needs assessment thus ensuring appropriate resources are allocated to address those specific needs.</i>											
Political Buy - in	EH 4	<i>Education & awareness creation.</i>	<i>Conducting Health and Education awareness campaigns by developing an awareness and capacity building programme.</i>				2x	2x	2x	2x		R200000	Awaiting line item.	
Recycling	EH 5	<i>Waste separation at source</i>	<i>Sensitize communities about Waste separation at source by provision of</i>					2x Wards	3x Wards	4x Wards	3x Wards	R1174000	113293337	

			<i>facilities ,containers and different colours of refuse bags for recyclables amongst communities</i>											
Financing and charges for Waste	EH 6	<i>Review of Tariff model</i>	<i>Review and ratification of Tarrif model by embarking on a full cost accounting exercise for Waste managemen t services.</i>									R1476326 0	11329930 1	

PARKS & GARDENS

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT													
		Objective	Strategies		Baseline	5 Yr Targets						Budget (R)	

Key Challenge	Obj Ref. :			Performance Indicator		Yr 1 2012/13	Yr 2 2013/14	Yr 3 2014/15	Yr 4 2015/16	Yr 5 2016/17	Target & Yr (if outside 5 yr period)	('000)	Source	Responsibility (in Mun)
Limited Budgetary Provision and constraints		<i>To improve the condition of existing Municipal Cemeteries and finalization of the establishment of 1 x new cemetery</i>	<i>To formulated implement a viable and an effective plan to improve the maintenance standard and ensure security within Municipal Cemeteries</i>	Improved cemetery maintenance and security Establishment of the Blue Bank Cemetery	Eradication of vandalism, theft, damage and trespasses		R 500 000	R 4M			June 2015	R 500 000 (2013/2014)	11 331 2325	FOREMAN: CEMETERY AND POUND
Budgetary constraints in acquiring appropriate and sufficient capital and		Development and maintenance of public open spaces	<i>Procurement of additional resources, leveling of plots, encouraging land</i>	<i>Ensure hygienic, neat and green environment within area of Municipal jurisdiction</i>	Riddance of overgrown grass and illegal dumping zones		R250 000-00				All urban and township Wards	R 250 000-00	11 331 3312	FOREMAN: PUBLIC OPEN SPACES

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human resources			caretakership and efficient supervision										
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SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Key Challenge	Obj Ref. :	Objective	Strategies	Performance Indicator	Baseline	5 Yr Targets					Target & Yr (if outside 5 yr period)	Budget (R) ('000)	Source	Responsibility (in Mun)
						Yr 1	Yr 2	Yr 3	Yr 4	Yr 5				
						2012/13	2013/14	2014/15	2015/16	2016/17				

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Limited Budgetary Provision and constraints		To improve the condition of existing Municipal Cemeteries and finalization of the establishment of 1 x new cemetery	To formulated implement a viable and an effective plan to improve the maintenance standard and ensure security within Municipal Cemeteries	Improved cemetery maintenance and security	Eradication of vandalism, theft, damage and trespasses		R 500 000	R 4M			June 2015	R 500 000 (2013/2014)	11 331 2325	FOREMAN: CEMETERY AND POUND
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Budgetary constraints in acquiring appropriate and sufficient capital and human resources		Development and maintenance of public open spaces	Procurement of additional resources, leveling of plots, encouraging land caretakership and efficient supervision	Ensure hygienic, neat and green environment within area of Municipal jurisdiction	Riddance of overgrown grass and illegal dumping zones		R250 000-00				All urban and township Wards	R 250 000-00	11 331 3312	FOREMAN: PUBLIC OPEN SPACES
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SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

PUBLIC SAFETY

Key Challenge	Obj Ref:	Objective	Strategies	Performance Indicator	Baseline	5 Yr Targets					Target and Yr (if outside 5 yr period)	Budget (R) ('000)	Source	Responsibility (in Mun)
						Yr 1 2012/ 2013	Yr 2 2013/ 14	Yr 3 2014/ 15	Yr 4 2015/ 16	Yr 5 2016/ 17				

High Accident Rate coupled with heavy traffic flow and danger to enter roadway.	1	To reduce the collision rate and therefore minimize the risk of death or injury.	Installation of Robot.	The reduction of collisions. The smooth flow of traffic.	Reduction of collisions to nil.		R 800 000				Nil	R 800 000	Capital Funding	M. Sewparsing
Turnaround time to install/repair punctures	5	Reduce turnaround time of vehicles at	Tyre fitment equipment at the	Reduced turnaround time for	Nil		R1 500 000				Nil	R1 500 000	Capital Funding	M. Sewparsing

[illegible]

Council Resolution – External providers for fuel	7	Ensure fuel is dispersed to all council vehicles	Installation of fuel tanks on council premises.	Fully developed fuel management system	Filling of fuel readily available		R1 500 000				Nil	R1 500 000	Capital Funding	M. Sewpalsad
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SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT														
INFORMITON TECHNOLOGY (IT):														
Key Challenge	Obj Ref.:	Objective	Strategies	Performanc e Indicator	Baseline	5 Yr Targets					Target & Yr (if outside 5 yr period)	Budget (R) ('000)	Source	Responsibility (in Mun)
						Yr 1	Yr 2	Yr 3	Yr 4	Yr 5				
						2012/13	2013/14	2014/15	2015/16	2016/17				

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No Budget		Network Installation and connectivity for Listerclare Building Extension.	Supply Chain Process.	Installation and fully Functional Network.	New Project.							R850000.00		Mr M.S Kaloo (Assistant Manager IT)
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No Budget		5 Year IT Plan replacement of Computer.	Supply Chain Process.	Supply and the Delivery of Equipment	3 rd , 4 th and 5 th Year Implementation of the current Plan.							R1.2M		Mr M.S Kaloo (Assistant Manager IT)
		Fire Suppression System for the IT Section Server room.	Supply Chain Process.	Installation and a fully Functional Fire Suppression System.	New Project.							R200000.00		Mr M.S Kaloo (Assistant Manager IT)
No Budget		Network upgrades of existing network cabling in	Supply Chain Process.	Installation, Testing and a fully Functional Network.	New Project.							R1.5M		Mr M.S Kaloo (Assistant Manager IT)

[illegible]

No Budget		Backup Generator system as an alternate power source for the Lister Clarence building Cashiers and Computer Room.	Supply Chain Process.	Installation , testing and a fully Functional Backup Generator System as an alternate power source.	New Project.							R550000.00		Mr M.S Kaloo (Assistant Manager IT)
Records/ Archives Storage								2014/15						

SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	
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Key Challenge	Obj Ref.:	Objective	Strategies	Performance Indicator	Baseline	5 Yr Targets	Target & Yr (if outside 5 yr period)	Budget (R) ('000)	Source	

						Yr 1	Yr 2	Yr 3	Yr 4	Yr 5			
						2012/13	2013/14	2014/15	2015/16	2016/17			
Aging Infrastructure		Improve on our existing Infrastructure	1.Preventative Maintenance 2. Timelessly Maintenance			Gravel 81km	Tarred 1,786 m ²	CHIP & SPRAY 1481.48 m ²	Over lay 2000m ²	Slummy Seal 100 000 m ²		Year One R18 million Year Two R21.24 million Year Three R31.594 Million Year Four R42.65 Million Year Five R47.77 million	Capital Council Budget

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Key Challenge	Obj Ref.:	Objective	Strategies	Performance Indicator	Baseline	5 Yr Targets					Target & Yr (if outside 5 yr period)	Budget (R) ('000)	Source	Responsibility (in Mun)
						Yr 1 2012/13	Yr 2 2013/14	Yr 3 2014/15	Yr 4 2015/16	Yr 5 2016/17				

MUSEUM: DISPLAYS NOT FULLY REPRESENTATIVE		Expansion and upgrade of the Siege Museum	Aggressive research to enhance existing data on the historical heritage of the area Submission of funding proposals to external funders.	Number of all-inclusive modern interactive exhibitions	4 exhibitions over a 5 year period	Exhibit 1	Exhibit 2	Exhibit 3	Exhibit 4	Exhibit 5	Continuous Upgrade		Council and External funders (eg. COGTA, LOTTO, KZN Dep. ARTS AND CULTURE.	Executive Manager: DPHS
LACK OF FUNDING FOR MARKETING AND PROMOTION OF TOURISM		Development and implementation of the Local Tourism Strategy aligned with the district tourism	Appointment of services provider to develop local tourism strategy	Strategic Plan	5 year Strategic Plan		Finalised Plan and Implementation	Ongoing Implementation	Ongoing Implementation	Ongoing Implementation	Ongoing Implementation- 2017/18	R350 000.0.0	Council and Dept. Of Economic Development & Tourism	Executive Manager: DPHS

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		strategy												
ARCHIVES: NO ADEQUATE EQUIPMENTS AND PROPER TRAINING		Development of a management plan for archives	Appointment of services provider to develop a management plan and provide required training	Archival Management Plan	5 year Strategic Plan		Finalized Plan and Implementation	Finalized Plan and Implementation	Finalized Plan and Implementation	Finalized Plan and Implementation	Finalized Plan and Implementation 2017/18	R 500 000.00	Council and External funders (eg. COGTA, LOTTO, KZN Dep. ARTS AND CULTURE.	Executive Manager: DPHS

CULTURAL CENTRE: LACK OF SPACE TO INCORPORATE EXHIBITIONS		Expansi on of Cultural Centre	Facilitate the provision of adequate facilities for the development and promotion of arts and culture. Coordination of arts and culture programmes within area through in collaboration with relevant stakeholders	Number of Arts and Culture Programes			Expand cultural displays	Perform ance theatre	Art Gallery	Art Galley continued		R 500 000.00	Council and External funders (eg. COGTA, LOTTO, KZN Dep. ARTS AND CULTURE.	Executive Manager: DPHS
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HOUSING PROJECTS

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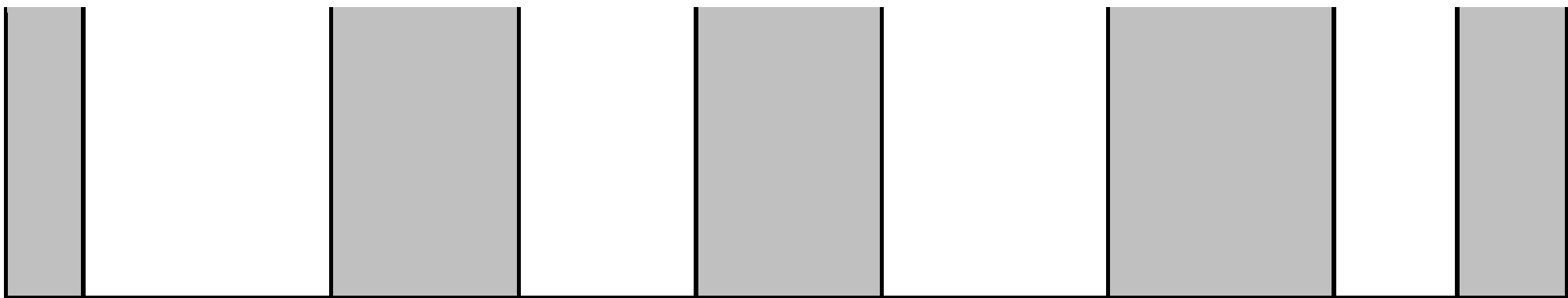
Name of Project (Preparation Funding Stage)	Subsidy Instrument	No. of Subsidies	Status of Bulk Infrastructure	Land Owner
SADERS FARM	PLS Greenfield	1000	Boreholes in place	Private. In process of purchasing
THEMBALIHLE	PLS Slums	1,000	<ul style="list-style-type: none"> • No commitment from D.M • R2.5 required to install the rising sewer main 	Council

COLENSO/EZA KHENI C	PLS Greenfield	250	• No commitment from D.M	Council
MNTHANDI (Pieters)	PLS Slums	500	• Water works to be upgraded in 2009/10 FY	Ingonyama Trust
ZWELISHA	Insitu- upgrade	1000	No commitment from D.M. Discussion underway with District Municipality	Private sale. In process of purchasing.
BESTERS	PLS Greenfield	800	• No commitment from D.M	Land restitution
LOMBARDSKOP	Insitu- Upgrade	1000	• No commitment from D.M	Private sale. In process of purchasing.
KIRKINTULLOCH	Insitu- Upgrade	1000	Boreholes in Place	Private sale. In process of purchasing.
CRIMIN	Insitu- Upgrade	600	Boreholes in Place	Land restitution
STEADVILLE AREA K	Insitu- Upgrade	1000	Negotiating with Uthukela District	Private-sale. In process of negotiating.

ROOSBOOM	Infill housing project	1000	Boreholes In place	Private owned/trust
EZAKHENI D	PLS reenfield	400	Serviced sites discuss capacity with uthukela	Council
Observation Park Phase 2	Middle income housing	200	Bulk infrastructure installed	Private
Eastgate	Mixed use/FLISP	2000	Bulk infrastructure installed	Private

LED PROJECTS

MUNICIPAL CLUSTERS/5 YEAR PERIOD	CLUSTER 1 ROOSBOOM/COLENZO/BLU EBANK	CLUSTER 2 ST CHAD'S/EZAKHENI/M CITSHENI	CLUSTER 3 MATIWANE/JONON O/NKUNZI	CLUSTER 4 WATERSMEET/PIECE TOWN/BURFORD	CLUSTER 5 DRIEFONTEIN/KLEINFONT EIN/	CLUSTER 6 ACACIAVILLE,CB D& STEADVILLE & MTHANDI	REQUIRED FUNDS FROM ELM (CAPITAL)	FUNDERS
YEAR 1 2013/ 2014	<p>SMME Centres (Colenso) – alteration and completion of SMME Centres</p> <p>Infrastructure – provision of business units in the existing SMME Centres for emerging businesses</p>	<p>SMME Centres (Ezakeni Beehive) – alteration and completion of SMME Centres</p> <p>Infrastructure – provision of business units in the existing SMME Centres for emerging businesses</p>				<p>SMME Centres (Steadville SMME Centres) – alteration and completion of SMME Centres</p> <p>Infrastructure – provision of business units in the existing SMME Centres for emerging businesses</p>	R 100 000. 00	E LM



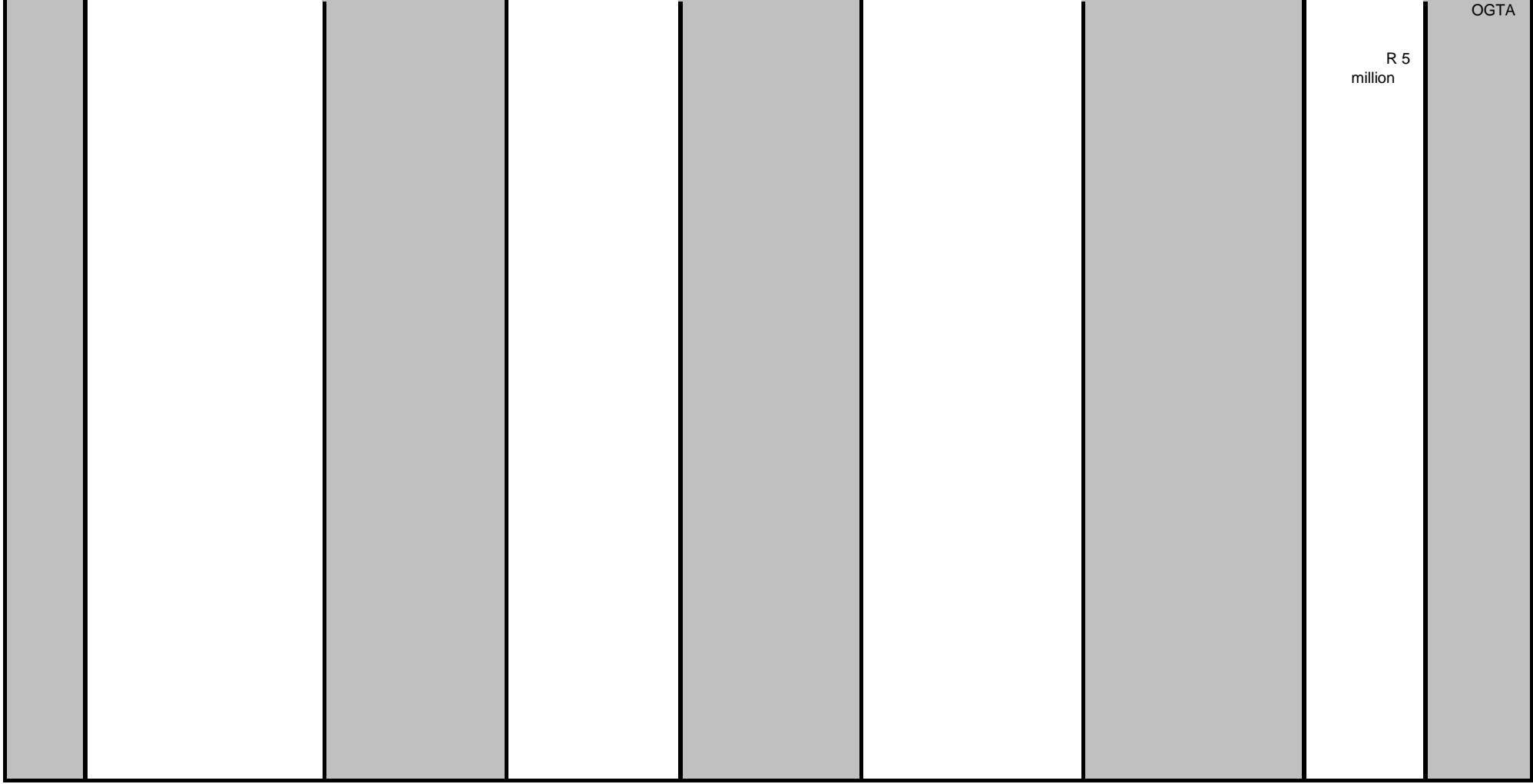
	<p>Waste Recycling Plant (Acaciaville) – establishment of waste recycling plant</p> <p>Regeneration of Colenso, application of funding to provide infrastructure</p> <p>Registration of Cooperatives through CIPC (all wards)</p> <p>Development of rural and agricultural land through Amakhosi and Commercial farmers</p> <ul style="list-style-type: none">• To assist in the development of land for livestock farmers• Greening of reclaimed land and land fill sites					<p>Registration of Cooperatives through CIPC (all wards)</p>	<p>R 5.2 million</p>	<p>C OGTA</p>
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		Registration of Co-operatives through CIPC (all	Registration of Co-operatives					
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		wards)	through CIPC (all wards)	Registration of Co-operatives through CIPC (all wards)	Registration of Cooperatives through CIPC (all wards)		R 3,000.00	E LM
		<ul style="list-style-type: none"> Development of rural and agricultural land through Amakhosi and Commercial farmers To assist in the development of land for livestock farmers Greening of reclaimed land and land fill sites 	<p>Development of rural and agricultural land through Amakhosi and Commercial farmers</p> <ul style="list-style-type: none"> To assist in the development of land for livestock farmers Greening of reclaimed land and land fill sites 	<p>Development of rural and agricultural land through Amakhosi and Commercial farmers</p> <ul style="list-style-type: none"> To assist in the development of land for livestock farmers Greening of reclaimed land and land fill sites 	<p>Development of rural and agricultural land through Amakhosi and Commercial farmers</p> <ul style="list-style-type: none"> To assist in the development of land for livestock farmers Greening of reclaimed land and land fill sites 	<ul style="list-style-type: none"> To provide working space for coffin and aluminium doors and frames co-operatives at Mathews Farm SMME Units Establishment of Logistic Hub at Danskraal Goodshed Acquisition of Transnet properties within the CBD for Commercial Development Establishment of Poultry Abattoir at Mathews Farm Extension of Wimpy Park up to Blackrock and Pedestrian Bridge over Klipriver Development of 	<p>R 2 million</p> <p>R 5 million</p>	<p>E LM / DED&T / DOA / COGT A</p> <p>E LM / COGT</p>

						Forbes Street Properties as		A
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						<div>Commercial mixed use</div> <div><ul style="list-style-type: none">• Development of aerodrome in Ladysmith• Development of area around the Indoor Sports Complex• Establishment of car wash(Tsakane and Steadville)• Assist in skills development for the Sewing Hub</div>	<div>R</div> <div>10 million</div>	<div>C</div> <div>OGTA</div>
							<div>R</div> <div>8.8 million</div>	<div>C</div>



							R 3 million	C OGTA
							R 20 million	C OGTA
							R 50 000.0 0	C OGTA

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				<ul style="list-style-type: none">• Establishme nt of Hub in Watersmeet• Assisting Aloe and Berg Tea Project with raw material for manufacturin g of aloe products e.g. soap, cream, tonic etc.			<div>R 100 000. 00</div> <div>R 100 000. 00</div> <div>R 200 000. 00</div> <div>R 10 000.0 0</div>	<div>A</div> <div>E LM / COGT A</div> <div>E LM / COGT A</div> <div>E LM</div>
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[illegible]

							R 198 000. 00	T
							R 40 000.0 0	E LM
								E LM

PROJECT NAME	DESCRIPTION	AREA	ESTIMATED MONETARY	
Marketing	Advertising in 4 newspaper	N/A	R75 000	
Branding	Branding Material for our Municipality	N/A		
Investors	Entertain at least 15 interested investors	N/A	R10 000	
Investments	Assist at least 3 new industries to be established in Ladysmith	N/A	R10 000	
BR+E Visits	To visit 24 existing businesses through business retention and expansion programme	N/A	R10 000	

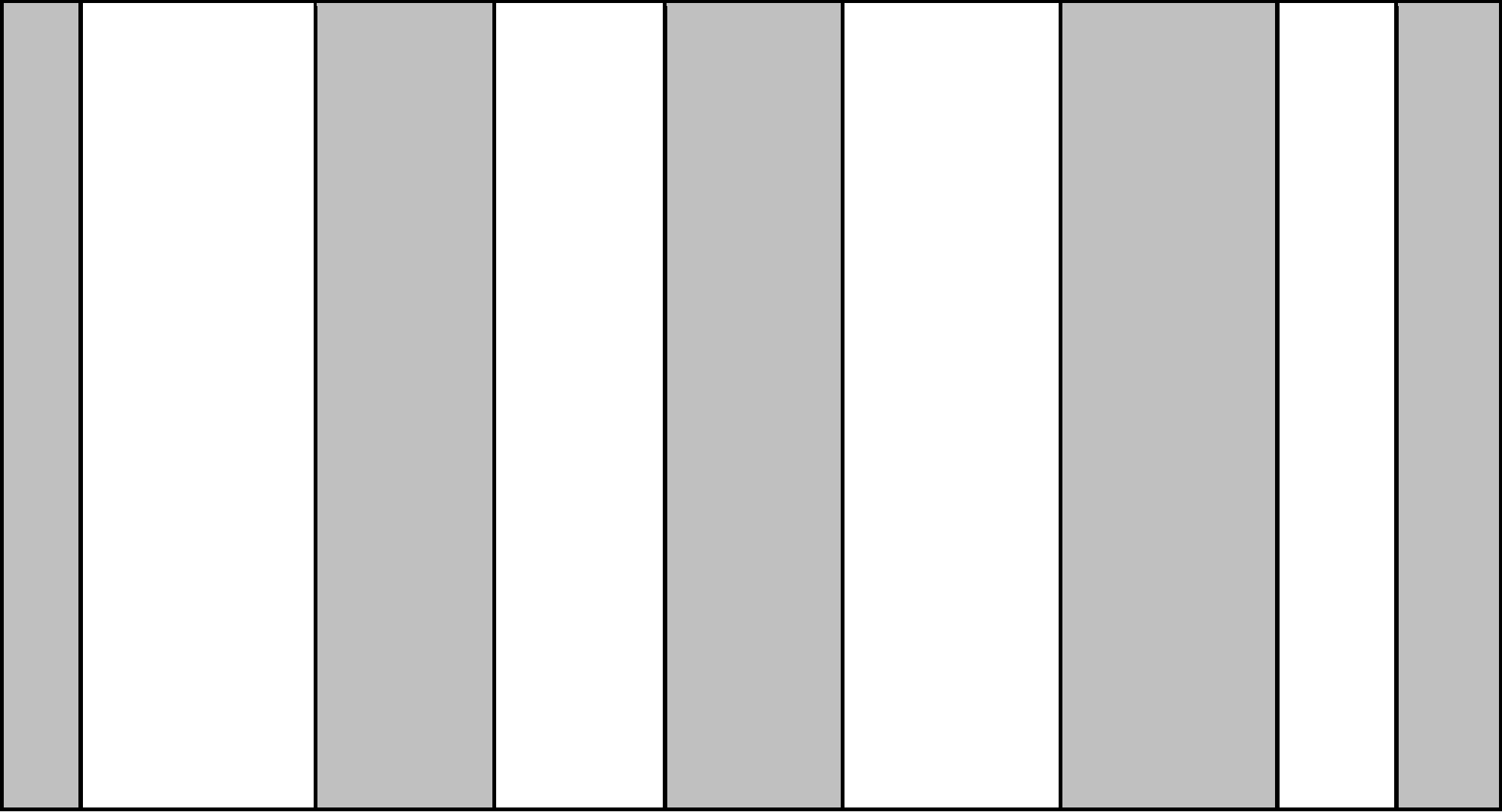
Trade Mission	To visit countries abroad to advertise our	N/A	R130 000	
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		Municipal area for investments						
	Ladysmith Show	To assist Ladysmith show as a LED Initiative	N/A	R45 000				
	Other Events	To take part in various exhibitions to market our Municipal area	N/A	R45 000				
	Incentives	To provide incentives to: <ul style="list-style-type: none"> • Informal Traders • CBD, Colenso and Ladysmith Businesses • Retail • Wholesale • SMMEs 	N/A	R500 000				
	Development Strategy	Reviewing of LED Strategies	N/A	R300 000				
YEAR 2	▶ Car Wash Project	▶ Car wash Project	▶ Registration of Cooperatives	▶ Car wash Project	▶ Registration of Cooperatives	▶ Car wash Project		Municipality R 2 million DED+T R 3 million
2014 / 2015	▶ Registration of Cooperatives.	▶ Registration of Cooperatives	▶ Rural Agricultural Development	▶ Registration of Cooperatives	▶ Rural Agricultural Development	▶ Registration of Cooperatives		OGTA R 10 million • R

	<ul style="list-style-type: none"> ▶ Digital Hub ▶ SMME Centres Infrastructure ▶ Rural Agricultural Development ▶ Colenso Regeneration: Infrastructure ▶ Development of land for livestock farmers ▶ Renewable Energy Project ▶ Large scale land reform ▶ Piggery Projects ▶ Recycling Projects 	<ul style="list-style-type: none"> ▶ Digital Hub ▶ SMME Centre Infrastructure ▶ Rural Agricultural Development ▶ Development of land for livestock farmers ▶ Commercial Development Erf A3. ▶ Athletic Track – Section D 	<ul style="list-style-type: none"> ▶ nt ▶ Development of land for livestock farmers ▶ Piggery Projects ▶ Recycling Projects ▶ Egg Layers Projects ▶ Community Gardens Projects 	<ul style="list-style-type: none"> ▶ Rural Agricultural Development ▶ Development of land for livestock farmers ▶ Piggery Projects ▶ Recycling Projects ▶ Egg Layers Projects ▶ Community Gardens Projects 	<ul style="list-style-type: none"> ▶ Development of land for livestock farmers ▶ Van Reenen – Wind Turbines, Information Centre, Boreholes , roads and electricity ▶ Commercial Centre ▶ Piggery Projects ▶ Recycling Projects ▶ Egg Layers Projects ▶ Community 	<ul style="list-style-type: none"> ▶ Sewing Hub Project ▶ Aloe and Berg Tea Project ▶ SMME Centre Infrastructure ▶ Aluminium Doors and Frames Projects ▶ Ladies Coffin Makers ▶ Forbes Street Development ▶ Transnet Properties ▶ Waste Recycling Plant ▶ Poultry Abattoire Wimpy Park ▶ Rural Agricultural Development ▶ Development of land for livestock farmers ▶ Conversion of Qedusizi Dam into a storage dam. 	<ul style="list-style-type: none"> ▶ ural Development Department of Agriculture R 5 million
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					Gardens Projects			
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	<ul style="list-style-type: none"> ▶ Egg Layers Projects ▶ ▶ Community Gardens Projects ▶ ▶ Piggery Projects ▶ ▶ Recycling Projects ▶ ▶ Egg Layers Projects ▶ ▶ Community Gardens Projects 	<ul style="list-style-type: none"> ▶ Ithala Regeneration – to obtain 100% occupancy. ▶ ▶ Informal Trading Stalls ▶ ▶ Piggery Projects ▶ ▶ Recycling Projects ▶ ▶ Egg Layers Projects ▶ ▶ Community Gardens Projects 				<ul style="list-style-type: none"> ▶ Piggery Projects ▶ ▶ Recycling Projects ▶ ▶ Egg Layers Projects ▶ ▶ Community Gardens Projects 		
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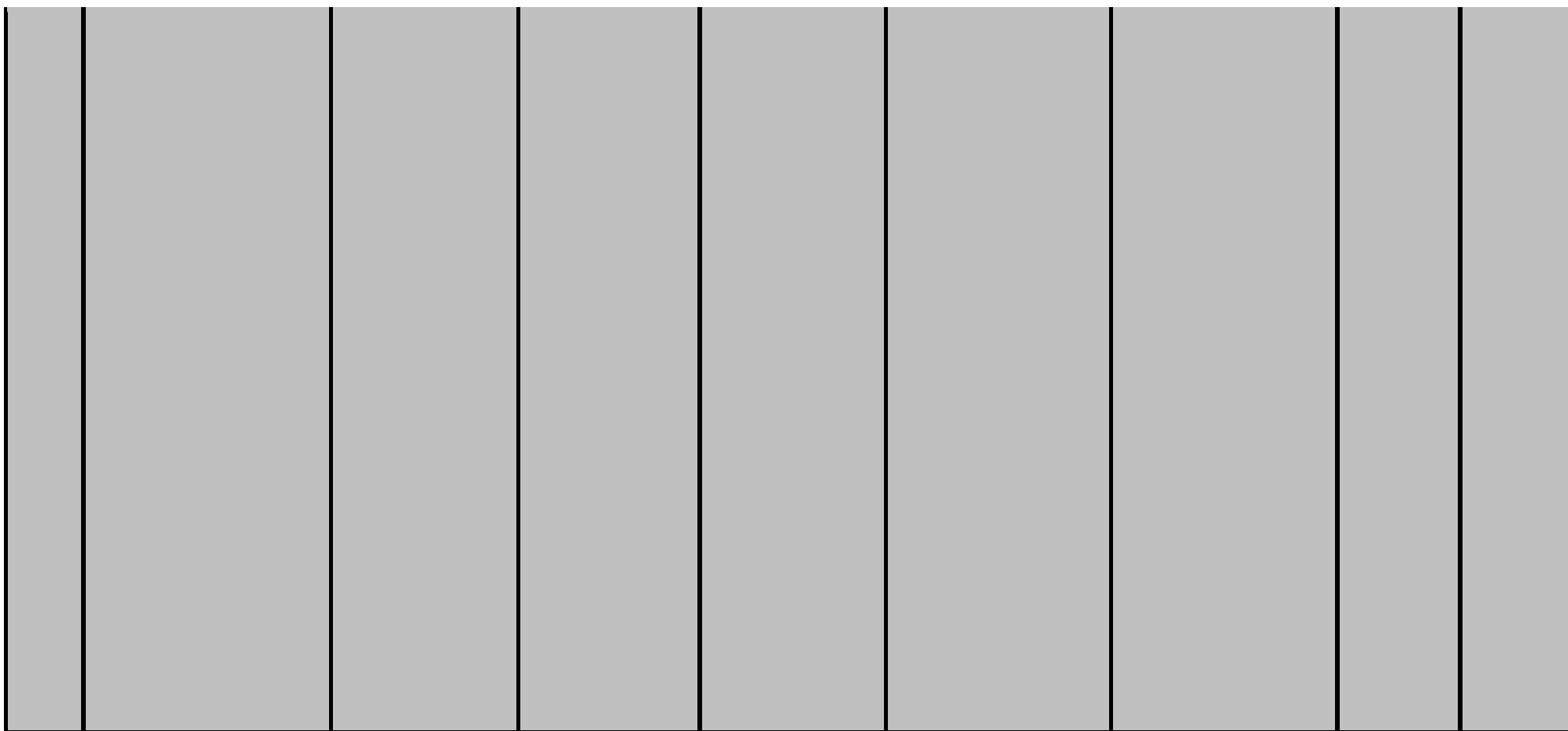


							TOT AL Required	
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:
R
20 Million

YEAR 3									
2015 / 2016	<ul style="list-style-type: none">▪ Car Wash Project▪ Registration of Cooperatives.▪ Digital Hub▪ SMME Centres Infrastructure▪ Aerodrome Development▪ Colenso Regeneration: Infrastructure▪ Waste to Energy Projects▪ Large scale land reform projects▪ Piggery Projects▪ Recycling Projects▪ Egg Layers Projects▪ Community Gardens Projects	<ul style="list-style-type: none">▪ Car wash Project▪ Registration of Cooperatives▪ Digital Hub▪ SMME Centre Infrastructure▪ Informal Trading Stalls▪ Piggery Projects▪ Recycling Projects▪ Egg Layers Projects▪ Community Gardens Projects	<ul style="list-style-type: none">▪ Registration of Cooperatives▪ Renewable Energy Projects – Solar▪ Piggery Projects▪ Recycling Projects▪ Egg Layers Projects▪ Community Gardens Projects	<ul style="list-style-type: none">▪ Registration of Cooperatives▪ Commercial Centre▪ Sand Mining Projects▪ Piggery Projects▪ Recycling Projects▪ Egg Layers Projects▪ Community Gardens Projects	<ul style="list-style-type: none">▪ Registration of Cooperatives▪ Large scale land reform projects▪ Piggery Projects▪ Recycling Projects▪ Egg Layers Projects▪ Community Gardens Projects	<ul style="list-style-type: none">▪ Registration of Cooperatives▪ Landfill site – reclaimed land – 10 ha: fruit trees▪ Large Scale land reform Projects▪ Tembelihle – Dry land production of mealies and beans.▪ Incubator Centre – SMME's and Coops▪ Piggery Projects▪ Recycling Projects▪ Egg Layers Projects▪ Community Gardens Projects		<div>Municipality</div> <div>•DE+T</div> <div>•CPOGT A</div> <div>•Rural Development</div> <div>•Department of Agriculture</div>	



							TOT AL Required	

								: R 10 Million	
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PROJECT NAME	DESCRIPTION	AREA	ESTIMATED MONETARY	
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Marketing	Advertising in 4 newspaper	N/A	R75 000	
Branding	Branding Material for our Municipality	N/A		
Investors	Entertain at least 15 interested investors	N/A	R10 000	
Investments	Assist at least 3 new industries to be established in Ladysmith	N/A	R10 000	
BR+E Visits	To visit 24 existing businesses through business retention and expansion programme	N/A	R10 000	
Trade Mission	To visit countries abroad to advertise our Municipal area for investments	N/A	R130 000	
Ladysmith Show	To assist Ladysmith show as a LED Initiative	N/A	R45 000	
Other Events	To take part in various exhibitions to market our Municipal area	N/A	R45 000	
Incentives	To provide incentives to: <ul style="list-style-type: none"> • Informal Traders • CBD, Colenso and Ladysmith Businesses 	N/A	R500 000	

Development Strategy	<ul style="list-style-type: none"> • Retail • Wholesale • SMMEs Reviewing of LED Strategies	N/A	R300 000	
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5-YEAR CAPITAL INVESTMENT PLAN

Cluster one of the municipality consists of Roosboom, Colenso and Bluebank, whereas cluster two is made up of Chads, Ezakheni and Mcitsheni and Cluster three compromises of Matitwane/Jonono/Nkuzi, Cluster four is Watersemeet/Peace Town/Burfod and Cluster five is Driefontein/Kleinfonetin and Cluster six is made up of Acaciaville, Steadville and Mthandi

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NO.	PROJECT DESCRIPTION	PROJECT BUDGET	AMOUNT AVAILABLE FOR 2013/2014	AMOUNT AVAILABLE FOR 2014/2015	AMOUNT AVAILABLE FOR 2015/2016	AMOUNT AVAILABLE FOR 2016/2017	SOURCE OF FUNDING	GRANT FUNDING	REVENUE FUNDING
CLUSTER 1									
	SportsfieldRoosboom	3,000,000	3,000,000				MIG	3 000 000	
	Mini Multipurpose Centre in Colenso (Ntokozweni)	750,000					COUNCIL FUNDING		750,000
	Colenso Electricity Strengthening	7,000,000	7,000,000				COUNCIL FUNDING		7,000,000
	1. Sportsfield- Bluebank	3,000,000		3,000,000			MIG	3,000,000	
	2. Colenso Industrial Site	7,400,000		7,400,000			COUNCIL FUNDING		7,000,000
	Tarred Roads- Colenso	15,000,000			15,000,000		MIG	15,000,000	
	Swimming Pool- Roosboom	30,000,000				4,000,000	MIG	4,000,000	
CLUSTER 2									
	Swimming Pool(St.Chads)	3,000,000	3,000,000				MIG	3,000,000	
	Tarred Roads 2,6 & 8	28,000,000	28,000,000				MIG	28,000,000	
	Pedestrian Bridge- St.Chad	2,000,000	2,000,000				MIG	2,000,000	
	Tarred Roads- Ward 5- 2km	10,000,000		10,000,000			MIG	10,000,000	
	Recreational Park- Ward 5	5,000,000		5,000,000			MIG	5,000,000	
	Tarred Road- Ward 3&4	30,000,000			30,000,000		MIG	30,000,000	
CLUSTER 3									
	Sportfield- Matiwane	3,000,000	3,000,000				MIG	3,000,000	
	Mini Facility- Drongval	750,000					COUNCIL FUNDING		750,000
	Sportfield- Matiwane	3,000,000		3,000,000			MIG	3,000,000	
	Community Hall-Matiwane	5,000,000			5,000,000		MIG	5,000,000	
	Jononoskop Park	5,000,000			5,000,000		MIG	5,000,000	

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	Sportfield Nkunzi and Jonono	6,000,000				6,000,000	MIG	6,000,000	
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CLUSTER 4									
	Street Lights	1,500,000	1,500,000				MIG	1,500,000	
	Upgrading Sportfields	1,500,000	1,500,000				MIG	1,500,000	
	Swimming Pool(Watersmeet)	1,500,000		1,500,000			MIG	1,500,000	
	Sportfield (Peacetown)	1,500,000		1,500,000			MIG	1,500,000	
	Sportfield- Ward 15	4,000,000			4,000,000		MIG	4,000,000	
	Mathondwane Creche	750,000			750,000		MIG	750,000	
	Taxi rank- Watersmeet	3,000,000				3,000,000	MIG	3,000,000	
	Burford Creche	750,000				750,000	COUNCIL FUNDING		750,000
CLUSTER 5									
	Community Hall- Ward 19	4,000,000	4,000,000				MIG	4,000,000	
	Mini Multipurpose Facility- Mgazini	750,000	750,000				COUNCIL FUNDING		750,000
	Bulk Infrastructure-Mgazini	1,000,000	1,000,000				COUNCIL FUNDING		1,000,000
	Swimming Pool(Driefontein)	3,000,000		3,000,000			MIG	3,000,000	
	Upgrading of SportfieldNkunzi	3,000,000			3,000,000		MIG	3,000,000	
	Upgrading of Sportfield- Ward	3,000,000				3,000,000	MIG	3,000,000	
CLUSTER 6									
	Tarred Road-Area J	15,000,000	5,000,000	10,000,000			MIG	5,000,000	

	Community Hall- Area J	8,000,000	5,000,000	3,000,000			MIG	5,000,000	
	Thembalihle Bulk Infrastructure	1,000,000	1,000,000				COUNCIL FUNDING		1,000,000
	CBD Regeneration Projects Planning and Implementation	2,000,000	2,000,000				COUNCIL FUNDING		2,000,000
	Steadville Area- Intersection	2,500,000	2,500,000				COUNCIL FUNDING		2,500,000
	Tarred Road- Intombi Camp	15,000,000		15,000,000			COUNCIL FUNDING		
	Recreational Park- Steadville/Tsakane	3,000,000		3,000,000			COUNCIL FUNDING		

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	CBD Regeneration	6,000,000		6,000,000			COUNCIL FUNDING		
	Shayamoya/Umbulwane Phase 3-Intersection.	2,500,000			2,500,000		COUNCIL FUNDING		
	Thembalihle Housing Project								
	Upgrading of Storm Water Drains and Upgrading of Roads- Ward 22	10,000,000			10,000,000		COUNCIL FUNDING		
	Tarred Roads-Ward 9	15,000,000			15,000,000		COUNCIL FUNDING		
	Infrastructure Rehabilitation	7,000,000				7,000,000	COUNCIL FUNDING		
	CBD Regeneration	8,000,000				8,000,000	COUNCIL FUNDING		
	Construction Of IllingRoad Taxi Rank	8,000,000				8,000,000	COUNCIL FUNDING		
	Important Projects								
	Electricity						COUNCIL FUNDING		
	Electrification of 1010 sites	10,000,000	10,000,000				COUNCIL FUNDING		10,000,000
	Ezakheni 642 Schedule 6 electricity	8,200,000	3,200,000				COUNCIL FUNDING/INEP	3,200,000	

	Corporate Services						COUNCIL FUNDING		
	Fire Sypression system (IT)	200,000	200,000				COUNCIL FUNDING		200,000
	Upgrade Training Centre	150,000	150,000				COUNCIL FUNDING		150,000
	Medical Equipment	500,000	500,000				COUNCIL FUNDING		500,000
	Renovations of Corporate Serveces Building	100,000	100,000				COUNCIL FUNDING		100,000
	Public Safety								
	Petrol Pumps/Tyre Puncture Equipment	1,500,000	1,500,000				COUNCIL FUNDING		1,500,000
	2x Robots	800,000	800,000				COUNCIL FUNDING		800,000
	Ezakheni Emergency Centre	1,200,000	1,200,000				COUNCIL FUNDING		1,200,000
	Engineering								
	Speed Humps	300,000	300,000				COUNCIL FUNDING		300,000
	Planning Engineering	750,000	750,000				COUNCIL FUNDING		750,000

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	Municipal Manager								
	Land Purchase Transnet	5,000,000	5,000,000				COUNCIL FUNDING		5,000,000
	Plant and Equipment	10,000,000	10,000,000				COUNCIL FUNDING		10,000,000
			74,700,000	88,400,000	75,250,000	69,750,000		155,950,000	49,400,000
	CARRY OVER PROJECTS		21,550,000						
	GRAND TOTAL CAPITAL PROGRAMME		96,250,000	GRANT AND COUNCIL FUNDING					

BUDGET- 2012/2013 CARRY OVER PROJECTS										
NO.	WARD NO.	PROJECT DESCRIPTION	APPROVED ON THE BUDGET	APPROVED ON THE ADJUSTMENT BUDGET	PROGRESS AS AT 30 JUNE 2013	2012/2013 CARRY OVERS	FUNDING SOURCE	GRANT FUNDING	REVENUE FUNDING	NOTES
MIG FUNDED PROJECTS										
6		Ezakheni Sport Complex	5,000,000	3,027,000	IN PROGRESS	-	MIG	500,000		
7		Street Lights- <u>Mcitsheni and Zwelisha</u>	1,700,000	1,000,000	IN PROGRESS	500,000	MIG	500,000		
8		Street Lights- <u>Roosboom-Phase I&II</u>	1,700,000	1,000,000	IN PROGRESS	500,000	MIG	500,000		
9		Street Lights- <u>Watersmeet</u>	1,300,000	1,300,000	IN PROGRESS	500,000	MIG	500,000		
		Street Lights- <u>Mthandi</u>	900,000	900,000	IN PROGRESS	500,000	MIG	500,000		
		Swimming Pool- Colenso	1,900,000	1,284,174	IN PROGRESS	1,000,000	MIG	1,000,000		
		Landfill Site	500,000	-	IN PROGRESS	-	MIG	-		
TOTAL			13,000,000	8,491,174		3,000,000		3,000,000		
GOGTA PROJECTS										
17		Overhead Bridge- Lyell Street	5,600,000	7,000,000	IN PROGRESS	4,000,000	COUNCIL FUNDING/COGTA		4,000,000	
18		Rehabilitation of CBD Roads	7,000,000	7,000,000	IN PROGRESS		COUNCIL FUNDING/COGTA		-	R3M will be funded from the operation budget under road maintenance
TOTAL			12,600,000	14,000,000		4,000,000			4,000,000	
NDPG PROJECTS										
18		Bridge from Ezakheni E section to C section	7,600,000	17,600,000	IN PROGRESS	7,600,000	COUNCIL	-	7,600,000	
19		Link Road Acaciaville to Ezakheni	10,300,000	3,420,000	IN PROGRESS	2,000,000	NDPG	2,000,000		
		Trading Stalls Ezakheni		2,000,000		1,500,000	NDPG	1,000,000		
TOTAL			17,900,000	23,020,000		11,100,000		3,500,000	7,600,000	
CAPITAL PROJECTS										

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20		Construction of Lister Clearance Building	5,500,000	5,493,000	IN PROGRESS	1,000,000	COUNCIL		1,000,000	
21		<u>Ezakheni</u> Emergency Centre	4,200,000	3,000,000	IN PROGRESS	500,000	COUNCIL		500,000	
		Parks <u>Steadville/ E Section</u>	2,000,000		IN PROGRESS	1,000,000	COUNCIL		1,000,000	
		Constituency Offices	1,000,000			950,000	COUNCIL		950,000	
TOTAL			9,700,000	8,493,000		3,450,000		-	1,500,000	
GRAND TOTAL OF CARRY OVER PROJECTS			53,200,000	54,004,174	-	21,550,000		6,500,000	13,100,000	



FINANCIAL VIABILITY AND MANAGEMENT

Vision

“Foster institutional matters whilst ensuring proper asset management of the entire municipality through various initiatives and according to standards approved by the auditor-general” Objectives:

- To run this municipality with financial integrity;
- To account for all monies and expenditure of the municipality;
- To expand the municipal rate base as a source of income;
- To collect monies due to Council which will increase the budget;
- To provide budget that is sound, balanced, responding to IDP priorities;
- To conduct financial matter according to Standard prescribed by the National Treasury;
- To strengthen all internal operating system to address queries and opinions of Auditor General;
- To strive to obtain a clean Internal Auditors

MODELS USED FOR PRIORITISING RESOURCE ALLOCATION

Community participation is an effective method of identifying priorities, but it is also critical to develop an IDP Prioritisation/Project Evaluation model for determining budget allocations. This model would take into account community needs, project profiles and assessment, available resources, strategic planning, national, provincial and local policy and good municipal management. Development and approval of Financial Planning and Annual IDP Review Guidelines will also assist this process.

Consultation

In accordance with the Municipal Systems Act and the Municipal Financial Management Act, consultation was undertaken with the local community primarily through public meetings in all wards.

Copies of the draft budget were provided to other levels of government for their comment.

MEDIUM TERM BUDGET: 2015/2016

PART 1 – EXECUTIVE SUMMARY

In terms of Section 16(2) of the MFMA, I present before you the 2015/16 Budget and outer limits in respect of the 2015/16 Draft Medium Term Budget. The Municipality has consulted the various political peers on the draft 2015/16 budget.

The Financial modelling plan of the Operational Budget for the 2015/16 financial year is attached.

Each category of the budget has been outlined. It should be noted that currently, the Operational Budget is a balance budget, noting that this excludes unfunded depreciation of R58 million. This portion of depreciation could not be funded from the tariffs proposed for the 2015/16 financial year as it could result in extremely high and unaffordable tariffs for the consumers and ratepayers of the municipality.

Furthermore, the Capital Budget presented amounts to R 168 million. It should be noted that the municipality is currently experiencing financial constraints in terms of funding the capital budget for the 2015/2016 financial year. The draft operational budget is currently in a balanced position and cannot fund the Capital Budget. The Capital budget will be funded from previous years cash backed accumulated surpluses. However, it must be noted that the accumulated surpluses is currently not cash backed in the municipality. It must also be noted that the method of financing of the Capital budget places tremendous strain on our cash flow. Furthermore, our cost coverage ratio based on this budget is projected at **1.11: 1** which is well below the Treasury norm of **3:1**

The draft 2015/16 medium term budget is analysed as follows:

BUDGETED EXPENDITURE: R634.3 MILLION

Salaries and Allowances – R212.1 million

- 1) The R 172.8 million reflects the cost to Council packages of all existing staff and budgeted staff vacancies.
- 2) An increase of 8 % has been provided for in terms of the Bargaining Council agreement – R 13.3 million for municipal employees. However to date, the actual final percentage increase has not been finalized.
- 3) An amount of R 3.7 million has been budgeted for Overtime and R4.1 million has been budgeted for Standby.
- 4) An amount of R 17.7 million is allocated for Job Creation workers.
- 5) R 685 thousand has been allocated for the performance bonuses of section 57 employees.
- 6) Councillor Allowances Existing – R 15 million. There is no allocation from the Central Government subsidy, via the Local Government Equitable Share in the 2015/2016 budget as per DORA due to census data provided by Stat SA from the 2011 census. The Municipality will finance the amount for Councillors allowances using own funding.
- 7) An 8% increase of R 1.4 million has been budgeted for Councillor Allowances. However to date, the actual final percentage increase has not been finalized.
- 8) Salaries and Allowances, including Councillor Allowances of R 16.4 million amounts to 34% of the total projected expenditure. It should further be noted that R 19.7 million will be used for direct labour costs charged out to repairs and maintenance.

General Expenses – R 335.3 million which includes the following:

- 1) Free Basic Electricity of R 2.5 million and Free Basic Refuse of R 7.7 million have been set aside to fund indigent consumers who receive the 50kWh free electricity and the refuse removal service free of charge.
- 2) R 7.6 million has been budgeted for Rates Indigency by application and automatic indigency to residential properties with a land and building value of R110 thousand and less.
- 3) The projected increase for Electricity purchases was based on 14.24%, which is subject to NERSA's approval, which will amount to an estimated amount of R183.8 million.
- 4) Land Use Management System - The allocation of R 328.6 thousand has been catered for development of the LUMS plan.
- 5) R 150 thousand has been provided for the Municipal Property Rates Act. which is funded by the revenue generated funds and will be utilised for the compilation of supplementary valuation rolls and to address appeals.
- 6) R 1.1 million has been provided for emergency relief.
- 7) R 4 million has been set aside for the Electrical Refurbishment.
- 8) Youth Development - This is a Mayoral project and includes the programme of Youth awareness. R 1 million has been allocated.
- 9) Staff Training - These funds are used by employees to attend training workshops, as well as to enrol at tertiary institutions to further their education for which an amount of R 2.6 million has been allocated, inclusive of funds for capacity building of Councillors.
- 10) Postage Services - This amount includes the bulk postage of municipal accounts, as well as the individual postage costs incurred by the departments for which an amount of R 1.8 million has been allocated.
- 11) R 212 thousand has been allocated for funeral assistance which are used for the burial of people who cannot afford having a funeral.
- 12) Audit Fees - An amount of R 2.8 million has been allocated for the payment of audit fees charged by the Auditor General.
- 13) Legal expenses for the Municipality carry a budget of R 603 thousand, these funds being used by the legal section in the implementation of the legal process for the collection of arrear debt, as well as legal expenses that may arise from defending lawsuits should any occur.

- 14) Samras update has a budget of R 965 thousand which will be used by the Finance Department for Samras support and updates.
- 15) An amount of R 2.4 million has been allocated for the functioning of the ward committees which will be used by the Public Participation unit for the payment of the cell phone accounts and the remuneration packages of the ward committee members.
- 16) R 895 thousand has been budgeted for the provision of free basic alternate energy to be utilised by the Public Participation unit for the procurement of gel, gel stoves and oil lamps for the community who have no access to electricity.
- 17) SARS Skills Development Levy - An amount of R 1.9 million has been budgeted to be paid to SARS for the development of skills, noting that these funds can be claimed from the SETA when the municipality incurs training costs.
- 18) R15 million has been budgeted for transport costs to run the vehicles within all the departments.
- 19) Conference and Delegations – An amount of R2 million has been allocated which funds are being used by the municipality for the attendance of conferences, workshops and seminars which includes accommodation and travelling costs.
- 20) Telephone and Fax – An amount of R4.1 million has been allocated to fund the payment of Telkom and cellular phones accounts.
- 21) Electricity – An amount of R5.1 million has been allocated for the payment of the municipality's electricity accounts.
- 22) R610 thousand has been allocated for the reconnections and disconnections to be carried out by the Department: Infrastructure and Services.
- 23) Siyazenzela Project- An amount of R 4.3 million has been budgeted which includes all twenty seven (27) wards.
- 24) Insurance – An amount of R 2 million has been budgeted for insurance purposes which was based on an inflationary increase of 6%.
- 25) Printing and Stationery – An amount of R 2.1 million has been allocated which is used for the photocopy machine rentals and printing costs.
- 26) Sports and Recreation – An amount of R500 thousand has been allocated for sports activities and equipment.
- 27) Events – An amount of R 5.6 million has been allocated for this item which is used to fund the costs of catering and entertainment for the functions that are arranged by the Office of the Mayor.

28) Self-Insurance Fund – An allocation of R 1.9 million has been made for the payment of repairs to municipal assets, noting that the purpose of the fund is to reduce the insurance premium that is paid by the municipality.

29) An amount of R1.6 million has been allocated for the payment of Workman's Compensation, which is a legislative requirement.

30) Grant Expenditure

The following grants are included in the Budget:

Museum Subsidy	R 166 000
Recapitalisation of the Libraries	R 531 000
Provincialisation of Libraries	R 3 435 000
MSIG	R 930 000
Financial Management Grant	R 1 600 000
Expanded Public Works Programme	R 4 513 000
Accreditation Municipal Co-Ops	R 3 696 000
Demarcation Transition Grant	R 1 857 000
Total	<u>R16 728 000</u>

31) Development Plans - An amount of R 250 thousand has been allocated for the purpose of various studies such as services provision, feasibility studies and NPA sites.

32) Water - An amount of R 2.7 million has been allocated for the payment of water bills to the UThukela District Municipality, noting that the invoices received from the District are highly erratic, and although average actual expenditure has been used to project the increase, expenditure is inconsistent from month-to-month.

33) Streetlights – An amount of R 2.6 million has been allocated for the payment of the electricity accounts for streetlights in the municipal area.

34) Security Services – An amount of R 564 thousand has been allocated for this function.

35) Protective Clothing - An amount of R 1.2 million has been allocated which is for the purchase of protective clothing for the job creation, as well as for permanent staff members.

36) Capital ex Revenue – An amount of R 3.1 million has been allocated for the purchase of minor capital items e.g. furniture and small plant that is not included in the capital budget, noting that this amount includes:

- R500 thousand for the purchase of computer hardware, laptops for traditional leaders and IT equipment required.
- R109 thousand budgeted for chairs for community halls.
- R100 thousand for replacement of disposed containers.

- R350 thousand for installing a new projector and screen, fixed recording and microphones systems at Council Chamber.
 - R100 thousand is for a printer in the Department of Finance – currently no printer is being used by the assets and budget section.
 - R150 thousand is for the salary printer for printing of new payslips.
 - R500 thousand for Councillors' tools of trade.
- 37) Consultants – An amount of R 6 million has been allocated for the use of consultants which includes Asset management, data cleansing in respect of debtor profiles and the revenue protection project which will involve meter sweeps, noting that this expense for the revenue protection project is expected to generate an additional income of R6 million.
- 38) Klipriver Maintenance - There is an allocation of R 477 thousand for the maintenance of the foliage along the river, as well as to dredge the riverbed.
- 39) Other General Expenses – Comprises of the amount of R34.8 million which inter alia includes in this category of expenditure are the ad-hoc items e.g. AIDS awareness programmes, material and sundries, etc. as well as:
- Youth Mass Skilling – R1.2 million.
 - Publicity - R1.5 million for branding, advertising and marketing of the municipal corporate image, printing of the Municipal newsletter.
 - R300 thousand for the Survey costs and registrations for appointment of a professional land surveyor.
 - Councillors security of R500 thousand.
 - R1 million for SALGA games.
 - R2 million for training of all 27 ward committee.

Repairs and Maintenance – R 41 million which includes the following:

- 1) R1.5 million has been allocated for the payment of the license fee and modifications to the Samras financial system as well as the purchase of the operating systems e.g. the Windows programme for new computers.
- 2) R 14.4 million has been allocated for roads – tarred and earth.
- 3) R 6.1 million is allocated for storm water maintenance.

- 4) R 848 thousand has been allocated for the levelling of the landfill site.
- 5) R 392 thousand has been allocated for the surveillance cameras.
- 6) R 2.8 million has been allocated for the maintenance of the electricity network.
- 7) R 1.1 million has been allocated for the substation equipment and building maintenance.
- 8) R 2.4 million has been allocated for the maintenance of the streetlights, noting that many of the streetlights are old and the parts are obsolete and required full replacement of the heads in these instances.
- 9) R 3 million has been allocated for the purchase of new electricity meters as well as the costing of the meter readers, the checking of readings and purchase of equipment for installation, noting that strategy of the municipality is to move the remaining conventional meters to prepaid meters in the 2015/2016 financial year.
- 10) House Service Overhead Mains – An amount of R 3.5 million has been allocated to be used for the maintenance of lines to households.
- 11) Buildings – An amount of R 803 thousand has been allocated to be used for maintenance to municipal buildings.
- 12) Hardware – An amount of R 100 thousand has been allocated to be used for the maintenance of computer hardware.
- 13) Low Water Crossings- An amount of R 382 thousand has been allocated.
- 14) Other Repairs and Maintenance - The balance of R 3.6 million constitutes for repairs to furniture, office equipment, cell phones, buildings, plant, street marking, and hydrants and metering. R 625 thousand is allocated for repairs and maintenance of sports infrastructure.

Departmental Charges – R49.9 million:

These are internal charges and are recovered via the charge-out rate. The net effect of these internal charges against the charge-out rate is R nil.

Departmental Charges	R49.9 million
Total Charge outs	(R49.9 million)

Capital Charges – R14.6 million which includes the following:

Depreciation	R 12.2 million
Existing External Loans	R 692 thousand
Impairment of Assets	R 1.9 million

Depreciation charges are a GRAP 17 requirement. The total depreciation charges are estimated at R 70.5 million.

The depreciation on all assets that existed until June 2014 have been accounted for in the amount of R 70 503 542. Further funded depreciation has been estimated at 11.6% on 2014/2015 funded depreciation on the basis that these would not have been fully depreciated for a year as at June 2015.

To fund the total estimated depreciation of R 70.5 million will result in tariffs being very high and unaffordable to the consumers. National Treasury recognises this in MFMA Circular 42 – funding a municipal budget. A phased increase or re-alignment in tariffs may need to be considered to compensate the deficit to a surplus by a progressive move through gradual tariff increases or the re-alignment of municipal revenue.

The community needs to make a sufficient contribution towards the economic benefit that is generated from the assets over the medium term budget period.

Currently, the municipality has opted to fund R 12.2 million of the total depreciation expense.

Loan Repayments

The municipality currently has one loan to service for the Tsakane Substations. The budgeted figure of R692 thousand is provided.

Impairment of Assets

This relates to asset impairment in terms of GRAP 17. The budgeted figure of R 1 943 313 has been provided.

Contributions - R 31 million which includes the following:

Bad Debt Reserve	R 20.0
million	
Leave Reserve	R 5.2 million
Pensioner's Medical Aid	R 3.2 million
Long service awards	R 1.3 million
Rates Reduction: Pensioners/ Disabled/ Medically	
Boarded Persons and Child Headed Households	R 1.3 million

The pensioner's medical aid is a post retirement benefit for ex-employees of the municipality.

A twenty five (25%) rates reduction for pensioners will be granted to any pensioner aged sixty (60) years and older on application if the pensioner's gross household income is R8 500 and less. This reduction must be applied for in the 2015/16 financial year.

A medically boarded person with a gross household income of R8 500 and less will receive a discount of fifteen (15%) on their rates assessment. This reduction must be applied for in the 2015/16 financial year.

Disabled persons with a gross household income of R8 500 and less will receive a discount of twenty five (25%) on their rates assessment. This reduction must be applied for in the 2015/16 financial year.

Child headed households with a gross household income of R8 500 and less will receive a discount of one hundred (100%) on their rates assessment. This reduction must be applied for in the 2015/16 financial year.

A discount of 5% will be granted to all owners of property except for State and PSI, who will pay their rates in advance in full by 31 August 2015.

The automatic indigency threshold has been set at the valuation of a property which is less than or equal to R110 000. This threshold was set at R80 000 in the 2014/2015 budget

Charge Out Rates – R49.9 million

This refers to departmental charges of R49.9 million. R19.7 million of the charge- out has been allocated to the salaries component in respect of labour, which needs to be charged out to Repairs and Maintenance.

BUDGETED REVENUE – R 741.9 MILLION

- 1) The total rates income amounts to R 139.7 million which is based on an increase in the rates tariff of 6% and the supplementary valuation roll that was done in February 2015.
- 2) A tariff increase of 7 % on Refuse has been applied in the 2015/16 financial year, and amounts to R 19.9 million.
- 3) The Rates and Refuse accounts will be combined and paid for by the owner of the property.
- 4) The Local Government Equitable Share, received from Central Government, in the amount of R 120.1 million has been budgeted for, noting that the municipality received an increase of R1.6 million as compared to R7.2 million in the previous financial year. No Councillor Allowance Subsidy was not provided to the Municipality for the 2015/2016 budget.
- 5) Traffic and Licensing amounts to R 15 million.
- 6) The Electricity tariff is subject to an overall increase of 12.2% for domestic consumers and 14.24% for bulk consumers which is in line with the NERSA guideline, noting that these tariffs are subject to approval by NERSA and amounts to R 277.5 million.
- 7) An Electricity Availability charge has increased based on actual charges to date and projected for the full year and with an increase of 6%.
- 8) Grant Income

The following grants are included in the Budget:

Museum Subsidy	R 166 000
Recapitalisation of the Libraries	R 531 000
Provincialisation of Libraries	R 3 435 000
MSIG	R 930 000
Financial Management Grant	R 1 600 000
Expanded Public Works Programme	R 4 513 000
Accreditation Municipal Co-Ops	R 3 696 000
Demarcation Transition Grant	R 1 857 000
Total	<u>R16 728 000</u>

- 9) Other revenue in the amount of R 27.7 million includes R6 million is for the meter sweep exercise and rates penalties of R 11.7m which also include the income generated from the minor tariffs e.g. hall hire, sundries, fire brigade services, photocopies, burial fees etc.
- 10) Interest income – An amount of R 7 million has been allocated which funds are derived from raising of interest on the service accounts and the interest to be derived from investments. This decrease is as a result of the drop in investment income in terms of interest received on our investment accounts up to December 2014. The interest rates on arrear accounts not yet handed over will be charged at 9% p.a. in accordance with the National Credit Act, in respect of arrear accounts arising after 31 July 2014. Arrear accounts arising before 1 August 2014 will continue to be charged at an interest rate of 15.5% p.a
- 11) Lease of Land - This is the income derived from Messrs Afrisam for the use of the quarry; an amount of R411 thousand has been allocated.
- 12) Sundries - These are fees that are payable for the purchase of bid documents, rates clearance certificates, ploughing fees, and lost book fees; an amount of R 782 thousand has been allocated.
- 13) Credit Control Income – These funds are derived from the collection of arrears by the Credit Control unit; an amount of R 1.1 million is expected to be collected.
- 14) Refund Skills Development Levy - This is the refund that is claimed from SETA for the training that is provided to municipal staff members; an amount of R 386 thousand is expected to be claimed.
- 15) Third Party Vending - There is an amount of R 854 thousand has been estimated, noting that the cost is charged to all consumers using any of the third party vendors to pay their respective municipal accounts.
- 16) Land sales in the amount of R 5.2 million has been budgeted for in the 2015/16 financial year.
- 17) Capital Grants - This includes the following:

MIG	R 42.6 m
INEP	R 15.0 m

DRG
Total

R 50.0 m
R 107.6 m

CAPITAL BUDGET: 2015/2016

The Capital Budget will be funded as follows:

- R 107.6 million from grant funding
- R 59 million from revenue funding.
- R 900 thousand of the revenue funding relates to roll-over of MIG projects, which if subsequently approved will be utilised from the rolled-over grant funding.
- Revenue funding also includes roll-overs of council funding from 2014/2015 of R 5.9 million. Therefore, the actual revenue funding for 2015/2016 amounts to R 59.1 million of which is expected to be funded from the accumulated surplus.

The capital programme has been separated into six clusters.

Identified Priority Projects:

● Mini Multipurpose in Colenso (Ntokozweni)	R 750 k
● Tarred Roads - Colenso	R 14.2m
● Ezakheni Tarred Roads Ward 5 - 2km	R 10 m
● Recreational Park Ward 5	R 2.2 m
● Emergency Centre Ezakheni – Ward 5	R 1.8 m
● Community Hall - Matiwane	R 5 m
● Jononoskop Park	R 5 m
● Watersmeet Sportfield Ward 15	R 4 m
● Mathondwane Creche	R 750 k
● Upgrade of Sportsfield Nkuthu Ward 17	R 3 m
● Recreational Park Steadville/Tsakane	R 1 m
● Recreational Park Mkhamba Gardens	R 2 m
● Shayamoya to be donated to transport	R 2.5 m
● Upgrading of storm water drains	R 8 m
● Tarred Roads –Ward 9	R 15 m
● CBD Regeneration	R 6 m
● 2 X Robbot	R 800 k
● LBM Music Academy	R 1.5 m
● Connstruction of Lister Clearance	R 1.1 m
● Constituency Offices	R 800 k
● Plant and Equipment	R 10 m
● Land Purchase	R 2 m
● INEP	R 15 m
● Urban Surfaced Roads	R 15 m
● Rural Gravel Roads	R 15 m
● Low Water Crossing	R 15 m
● Repairs to all substation	R 5 m

Total

R 162.4 m

The R1.5 million for Ladysmith Black Mambazo Music Academy will be funded by the unspent Grant that was received from the Lottery Board.

The projects that cannot be completed in the 2014/15 financial year will be rolled / carried over to the following year (2015/16) and that year's allocation will be utilised.

CARRY OVER PROJECTS FROM 2014/15:

- | | |
|---------------------------|---------|
| ● Matiwane Sportsfield | R 900 k |
| ● Ezakheni Sports Complex | R 5 m |

Total	<u>R 5.9 m</u>
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That it be noted that Council's contribution for the 2015/2016 Capital budget is R59.1 million and due to the cash flow constraints of the Municipality, it will be impossible to fund both the Operating and the Capital budget further noting that the Municipality has seen a downward trend in revenue collection due to the poor economic climate both locally and nationally.

That it be noted that the Municipality in its Integrated Development Plan should focus on Revenue generating projects that will bring additional income to the Municipality. Council should therefore seriously consider the option of taking out a loan to fund its portion of the Capital budget (Revenue generating projects).

Another option is that Council decreases the Capital budget in respect of its Contribution (own funding) by identifying priority projects. The last option is that Council approves all projects that are Grant funded only.

Alignment of Budget with Integrated Development Plan

There is now convergence and understanding from all role-players that the IDP should inform the budget process. The needs appearing on the IDP have been crafted into programs that influence the division of the Capital Budget.

The budget will translate community inputs into a programme of action for the next three years. Therefore this budget should in essence address the following key priority issues as determined by the Community in the IDP:

- Roads
- Community Facilities
- Bridges
- Poverty Alleviation
- Storm Water
- Aesthetics
- Soil Erosion
- Electricity
- Unemployment
- Refuse Removal
- Community Safety
- Skills Development
- Information Signage

Financial Planning and Budget

Municipal challenges and strategic responses

The objective of the MFMA is to secure sound and sustainable management of the financial affairs of the Municipality through transparency, accountability, planning and appropriate allocation of responsibility. In accordance with the Act, the Municipality has placed considerable emphasis on improving reporting systems to management and elected members. This is to ensure key stakeholders are adequately informed to be able to make the right decisions about the financial management of the Municipality.

The 2012/2013 Financial Statements have been complete and audited. The Municipality received an unqualified Audit Report from the Audit-General.

One of the key challenges for the future that the municipality faces is increasing its payment levels. Almost 73% of the Municipality's budgeted revenue is from local rates and payments for services. Non-payment directly threatens the municipality's ability to deliver services to its residents in the future. With extensive indigence measures in place, service delivery is dependent on Council implementing the Credit Control Policy on those residents that can afford to pay. With the implementation of the Municipal Property Rates Act there is a change in the rates tariff structure in that only a bandage will be levied against the market value of property and no rebates will be granted.

Another critical challenge is providing adequate infrastructure and assets. As a

Municipality we are exceedingly aware of the community's needs for new infrastructure such as roads, footbridges, street lighting, community sport grounds, halls and other facilities.

However with limited funds, and infrastructure growing each year, there is less money to spend on maintaining the roads, storm water, streetlights, community facilities and assets such as Council's trucks, road plant and other vehicles. Sometimes grant funds are provided to build the initial asset, but there are no ongoing grants to maintain assets. Where assets are inadequately maintained, they quickly deteriorate, and either becomes irreparable or very expensive to repair. Regular maintenance on the huge amount of infrastructure and assets that it controls.

Expanding service delivery infrastructure and maintaining existing assets remains one of our greatest challenges.

In recent past, the Municipality experienced a period of extremely tight financial constraint. This was initially brought about by demarcation and incorporation, which increased municipal boundaries and responsibility. Although the Municipality was on the brink of serious financial difficulty, the finances were carefully managed with close security on spending, minimal capital programmes and borrowing, and careful monitoring of cash flow.

This prudent management turned the precarious situation around, and in the 2005/06 Budget, the Municipality was able to embark on a capital programme accelerating service delivery using long term borrowing. Cash reserves have been used to fund the 2012/1013 capital programme and cash flow requires on-going careful monitoring. In 2005/2006, a loan of 6million was accessed to fund the refurbishment of the Tsakane Substation. Cash resources are minimal due to the decline in the payment rates.

Financial Statements for 2011/2012 were prepared in terms of Generally Recognized Accounting Practice and an unqualified audit report has been received from the Auditor-General.

Financial Services has developed a 3 year financial model, which is submitted with the budget. This financial planning tool is used to model the impact of different tariff increases, the impact of varying salary increases, the impact of different levels of loan funding and other major budget variances. By using a 3-year timeframe, it is possible to assess the impact of decisions over time and assist decision makers to make budget decision that are sustainable.

The municipality is in a strong position in terms of generating its own revenue through rates and taxes and in year one of the tabled budget, 19% of income is received from external sources as detailed in the graph below 'Sources of Revenue'.

One of the challenges the Municipality faces is improving debt collection for those ratepayers who can afford to pay. The average collection rates are around 96% and have slightly improved over the past 7 months. However, outstanding debt amounts to

over R110 million and it is crucial that the credit control focus on the collectable debt and any uncollectable debt is written off. R5 million was written off in the 2011/2012 year.

It is important that the Credit Control policy with regard to indigence is monitored and reviewed to ensure that the policy is fair, addresses the needs of the poor, and is efficient and cost effective to administer. It is also an important responsibility of the Council to ensure that the policy with regard to debt collection is applied fairly but rigorously so that those who can afford to pay do so.

Another major challenge the municipality faces is in terms of funding assets and equipment. There is insufficient funding allocated to maintenance and replacement of existing assets and plant. As a developmental municipality, we have a duty to provide new assets to those communities who are asset poor. However, financially we are struggling to maintain existing assets. Adding to the asset base further exacerbates the maintenance issue and it is not sustainable within current budgeting techniques.

In terms of the MFMA and GRAP, for a credit budget, all depreciation should be included as an expense to build funds for maintenance and replacement of assets. Although the **R11.4 million** provided for depreciation in the budget is a substantial increase over last year it is vital that we continue to progressively increase depreciation funding in the budget so that in the medium to long term, we are in compliance with legislation and have provided for the maintenance and replacement of existing assets. A total of R184 million is the total amount that is included in the schedules to National Treasury. This is a non-cash item, and therefore does not need to be funded.

Another aspect of capital planning which needs to be improved is providing the full cost implications projects including operating, staff, and maintenance and asset replacement costs. It is important that the Council know the full life cycle cost of an asset when budgeting for it, as it will have future budget implications and the project will impact on current and future tariffs.

Much of the Municipality's plant fleet is old and spends more time in the workshop than in providing service delivery. Hire of heavy plant and maintenance and downtime of plant is a major cost. In recognition of this dilemma, significant funds have been directed towards plant and equipment purchases for the past two financial years. A medium to long-term plan for the replacement of plant and equipment needs to be developed and continued Council commitment to funding this plan is important to ensure wider and more efficient service delivery.

These issues can be addressed by moving toward a longer-term outlook for all planning including capital and asset planning. Deciding on capital projects just before the beginning of the financial year puts great risk on the ability of the service departments to complete all the necessary processes and finalize the project within any financial year. By committing to 3-5 year capital plans, the Council improves the ability to deliver as lead times enable proper planning. Longer term planning also enables the Council to demonstrate to the community that while there are competing priorities with insufficient funds, their needs are being catered for in the medium term.

To expand and sustain services is also essential to limit staff costs and contain them within a reasonable percentage of the budget. New staffing must be assessed in the light of providing on the ground service delivery and current staff assessed as to how efficiencies can be gained. Developing and recruiting the right level of skills continues to be a challenging issue.

Financial Strategies

In ensuring that Council is MSA and MFA compliant, it has a financial plan in place which includes a reflection of a short term period by representing budget for the next 3 years. Over and above this, Council has additional policies that regulate Council finance which include but are limited to; **Supply Chain Management, Cash Management, Investment Policy, Credit Control, Tariffs as well as Rates policy**. And at this point and time, the municipality is satisfied that all pertinent policies governing finance are in place and are reviewed from time to time. Further to that, in terms of the municipal internal administrative procedures-a strict policy that regulates expenditure was adopted and this proves to be very important on management of rates payers' debt.

Besides funding that the Division of Revenue Act (DORA), the ELM over the next three years will source funding through rates, refuse, traffic and licensing, electricity, electricity availability, charges, interest income, liability on stone, sunrise credit control income, refund from skills developer revenue, 3rd party vending, land sale, way bridge income and sales of staff houses & flats. The table below illustrates the 3 year breakdown of the municipality's source of income.

REVENUE			2011/2012	2011/2012	2012/2013		2013/2014		2014/2015	
Other Rates		.00%	(25,731,881)	(25,731,881)		-29,410,454	.00%	-31,763,290	.00%	-34,304,354
Agricultural Rates		.00%	(1,002,265)	(1,002,265)		-1,615,017	.00%	-1,744,218	.00%	-1,883,756
Commercial Rates		.00%	(25,274,256)	(25,274,256)		-8,253,148	.00%	-0,513,400	.00%	-2,954,472
Residential Rates		.00%	(49,012,273)	(50,875,299)		-54,267,114	.00%	-58,608,483	.00%	-63,297,162
Total Rates	9001		(101,020,675)	(102,883,701)	10.00%	13,545,733		-122,629,392		-132,439,743
Refuse	9301	0.00%	(11,930,602)	(11,930,602)	10.00%	-3,123,662	.00%	-14,173,555	.00%	-15,307,440
Equitable Share	9704/ 9709		(90,180,000)	(90,180,000)		-99,908,000	.00%	-107,054,000	.00%	-115,075,000
Councillor Allowances Subsidy	9009		(3,188,000)	(3,188,000)		-6,485,000	.00%	-7,334,000	.00%	-9,355,000
Traffic & Licencing	9170/ 9162/ 9175	.00%	(11,469,252)	(11,883,217)	10.00%	-13,071,539	.00%	-13,725,116	.00%	-14,411,371
Electricity	9401- 9407	2.38%	(199,083,447)	(199,083,447)	1.03%	221,042,351	0.00%	146,586	0.00%	-267,461,245
Electricity Availability charge Vacant Land	9274	2.38%	(842,354)	(842,354)	1.03%	-935,266	0.00%	-1,028,792	0.00%	-1,131,671
Grants			(15,042,496)	(6,051,533)		-18,832,000	.00%	-18,832,000	.00%	-18,832,000
Other			(2,998,411)	(11,114,104)	0.00%	-12,168,518	.00%	-12,411,889	00%	-12,660,127
Interest income	9131		(8,897,758)	(9,642,813)		-7,000,000		-7,000,000		-7,000,000
Royalty on Stone	9159		(70,020)	(1,035,933)	0.00%	-1,139,526	.00%	-1,196,503	.00%	-1,256,328
Sundries	9168		(601,020)	(617,038)	0.00%	-678,742	.00%	-712,679	.00%	-748,313
Credit Control income	9200/ 9265/ 9267		(8,673,180)	(8,722,860)	0.00%	-8,722,860	.00%	-9,159,003	00%	-9,616,953
Refund Skills Development levy	9270		(438,540)	(438,540)	0.00%	-650,000		-650,000		-650,000

arty vending	9716		(378,780)	(378,780)	0.00%	-416,658	.00%	-437,491	.00%	-459,365
Land Sales	9011		(3,000,000)	(3,000,000)		-1,000,000		-1,000,000		-1,000,000
Weigh bridge income	9023		(200,000)	(50,000)		-		-		-
Capital grants			(61,348,000)	(69,042,000)		-57,049,000		-57,049,000		-57,049,000
Vehicle Income	9189		(32,802,210)	(48,364,380)		-51,266,270	.00%	-53,829,584	.00%	-56,521,063
Sales of Staff Houses and Flats	9715		(1,500,000)	(1,500,000)		-		-		-
TOTAL REVENUE			(553,664,745)	(579,949,302)		-627,035,125		-793,998,980		-853,414,362

Source: Municipal Financial Model

Interest rates for borrowing and investment of funds

When the Municipality last accessed loan funds in March 2008, it was able to access at an interest rate of 12.01%. It is not expected that there will be a major variation on these rates if loan proposals are sought from the market. No loans will be taken in 2013/14 financial year.

The 2011/2012 Financial Statements have been complete and audited. The Municipality received an unqualified Audit Report from the Audit-General. As part of ELM basis interventions to address the audit report the municipality has a range of action plans

Return on investments

The Municipality's own funds currently are in the primary account of the Municipality and have not been invested as detailed in Supporting Tables SA 16 and SA 17. The municipality has numerous call accounts for its grant funds and funds for specific projects such a Valuation exercise and the cash backing of the depreciation to purchase new equipment or rehabilitate existing equipment.

The Municipality currently has 90 million in reserves backed by investments, but in accordance with Generally Recognized Accounting Practice, and in an effort to address asset and equipment issues, the Capital Replacement Reserve has been opened in the 2008/2009 financial year.

Interest and the principal on all municipal borrowings are repaid at intervals determined in the loan agreement and includes in the budget. Therefore sinking funds to repay the principal debt at the end of the loan period required. Housing funds are held in trust on behalf of the Department of Housing and are separately invested.

EXPENDITURE STRATEGY

In terms of Council expenditure capability, previously the municipality used to suffer tremendously in expenditure capacity, but progress has been made thus far regarding this matter. For an example each Head of Department is obliged to submit monthly progress report in respect of expenditure on grants to MANCO. This tool has proved to very effective in monitoring financial expenditure and further to that, it enables the reconciling of information by the finance department and the submission of this information to Exco.

Thus far Council is at 50% expenditure both on revenue financed projects as well as grant funding. 90% of own revenue and grant funding has been spent on infrastructure projects. MIG funding was all exhausted during the last year's (2009/10) allocation.

The SDBIP as financial tool is greatly assisting Council in terms of execution of projects approved in the budget for 2012/13. All these projects are extracted from this IDP. However, it has emerged that management of this Council is experiencing some challenges regarding Civil Engineering Consultants and Contractor who tend to under-

perform or produce work that is of a low standard. Mechanisms have been put in place to ensure that all projects that have been delayed such as tarring of roads in townships and extension of municipal offices accelerated and finalised within a short space of time.

Furthermore, a benchmark of R100 thousand per department was agreed by MANCO that each department should not exceed, with exception to Engineering Departments, which largely deals with infrastructure and vehicle maintenance matters.

In terms of the budgeted expenditure 2012/2013 financial year, the municipality has a budget expenditure of R652, 628893, including in this is the unfunded depreciation of R82,6 million. Where the majority of expenditure is made up of general expenses at R346,4 million and salaries at R170,2 million. This is further illustrated in the table below.

REVENUE MANAGEMENT

a) Billing system

The Municipality's billing system allows for georeality billing. All consumers in arrears are disconnected if prompt payment is not received; arrangements are also made available to consumers who cannot pay their account due to financial crisis over a period of three (3) months provided that they have not already been disconnected.

b) Payment for Services

There are electricity losses in terms of illegal connections and tampered meters, the arrears of concern are mostly the rural communities. Consumption trends are usually steady however they fluctuate and increase during the winter months and decrease during the summer months. Public and government departments are treated equally, should there be any unpaid accounts an sms goes out notifying the individuals that payment is due, once this has not been received before the 7th of the month a disconnection notice goes out and services are terminated and reinstated once the arrear amount has been paid including a reconnection fee.

c) Collection of Debt Strategy

Our financial matters are based from a variety of National and Provincial legislations, such as Municipal Finance Management Act and Systems Act, as well as the host of others. These legislations require Council to come up with several policies which inter alia Supply Chain Management. As result of this policy, Council has a functional Supply Chain Units, based in the finance department. The core function of this unit is to facilitate and coordinate all matter pertaining to Procurement of Goods and Services, and no other department, other than in case of extreme emergencies are responsible entertain procurement matters. Supply Chain has been used as a tool to bring SMME's to the market of providing goods and services to the municipality. This policy has been reviewed to accommodate Co-ops and SMME's following an initiative from the LED office. The small scale

items such as provision of toilet papers for public toilets are sought from the Coops or SMME's.

The rates policy for the next financial year has guided Council throughout the budgeting process. It was within such policy that Council decided increase rates by 100% for the next financial year. This policy further made the environment to be investment friendly, in that depending on the scale of investment, developers and investors have been given a relief/exemption from payment of rates over a certain period of time.

Asset Management policy has assisted the municipality to develop an Assets Register through grant funding by National Treasury. All assets are captured on the assets register and allocated with bar codes. When assets are sold or other ways disposed of, they are also removed from the asset register.

As part of the MFMA requirements, Council developed a Policy on Disposal of Council Assets, which guides Council in all disposal of land for various purposes.

There are a number of incentive drives that the municipality has e.g. If you have been in arrears you can pay 50 % of your outstanding debt long as the consumers account is up to date and the other 50% will be written off.

For new connections there is a shift from conventional to pre-paid meters, this ensures that payment for services is done up front. Consumers that have previously defaulted and have been disconnected for more than 3 times will automatically get a pre-paid meter at their cost. to ensure an accurate debtors book ELM use the Samras system, which already has all the information for the debtors of the Municipality, this information on the system provides the means for accurate debtors figures.

Item	Fin Year 2007/2008	Fin Year 2008/2009	Fin Year 2009/2010	Fin Year 2010/2011
Billing	197 486 701.77	204 687 092.52	196 000 293.53	267 583 174.94
Receipts	153 832 754.40	187 590 448.86	222 305 197.40	269 747 086.78
Payment Ratio	77.90%	91.65%	113.42%	100.81%

Table 1: Debtors Payment Ratio

ITEM CATEGORY	FIN YEAR 2007/2008	FIN YEAR 2008/2009	FIN YEAR 2009/2010	FIN YEAR 2010/2011
Value of current Outstanding Debtors	R9 774 467	R13 953 161	R14 699 357	R17 394 93
Value of Debtors aged <30 days	R3861 765	R6078 795	R5 269 127	R4797 907

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Value of Debtors aged 30-60 days	R1732 480	R2861 728	R2 563 360	R2529 044
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Value of Debtors aged 60-90 days	R1 701 580	R1874 673	R239 5642	R2528 124
Value of Debtors aged 90-120 days	R100 993 709	R107 878 645	R83 426 122	R81 049 810
Value of Debtors aged >120 days	n/a	n/a	n/a	n/a

Table: Summary of Debtors by Age and Value

Item	Fin Year2006/2007	Fin Year2007/2008	Fin Year 2008/2009	Fin Year 2009/2010
Electricity				
Cost Price of Electricity Per Kilowatt	0.186 c/ KW	0.2588 c/ KW	0.3369 c/KW	0.4242 c/KW
Selling Price of Electricity P/KW	0.4097 c/KW	0.5247 c/KW	0.5882 c/KW	06894 c/KW
Volume of Total Bulk Purchases for Electricity KW	275 796 704	25 135 899	261 901 152	267 632 593
Value of Total Bulk Purchases for Electricity KW	R51 565 958	R66 565 682	R88 247 288	R113 539 611,11
Volume of Total Sales for Electricity KW	234 199 467	223 055 423	245 983 086	244 956 000
Value of Total Sales for Electricity KW	R95 955 546	R117 043 736	R144 688 376	R168 884 317
Volume of Free Basic electricity KW	2 498 305 KW	3 263 400 KW	2 770 800KW	3 220 800 KW
Value of Free Basic Electricity	R2 million	R1 251 939	R1 523 549	R1 197 674
Total Non-Revenue	41 597 237 KW	34080 471	15 918 066 KW	22 667 593 KW

Table 3: Losses/ Non – Revenue

Listed below are collection rates for major revenue sources for the current and previous financial years.

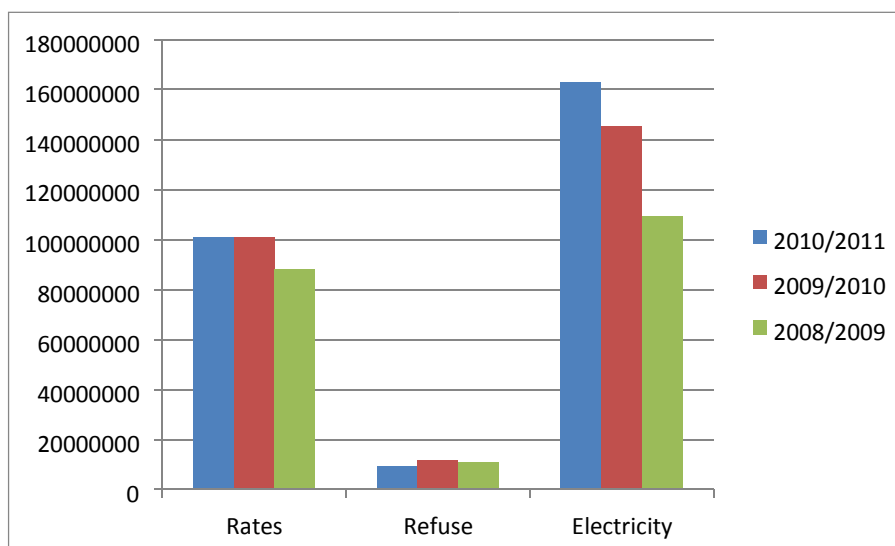


Table 4: Rates Collection trend

As the graph indicates, there has been a slight improvement in the collection rates of the electricity and refuse services. The dedicated legal team and credit control section of the municipality has managed to increase the collection rate of the Rates service. However, diligent application of the Credit Control Policy in 2012/2013 is needed to improve this trend as well as collect the historical debt.

Price movements on specifics e.g. bulk purchases of electricity, fuel etc.

Eskom has announced a 13.5% increase, and this will be applied to the bulk purchase of electricity.

OPERATING REVENUE AND EXPENDITURE FRAMEWORK

The table below indicates the expected operating revenue and expenditure for the EL Municipality. It includes revenue that would actually flow into the Municipality as well as allowances for billed, but not collected income. The “bottom line” is the disposable operating revenue, i.e the amount that the Municipality would have to allocate in terms of this financial Plan

		Operating Budget (R)	Capital Budget (R)
Original Budget	2011/2012	Expenses- 563 746 935	74 119 330
		Revenue- 553 664 745	
Adjusted Budget	2011/2012	Expenses- 579 949 302	94 941 868
		Revenue- 579 949 302	

Table 5: A Summary of the 2011/2012 Budget

Below is the Municipal 2012/2013 Financial Modeling Plan/Budget

d) Revenue Enhancement Measures

Owing to the 13.5% increase in the Eskom bulk tariff and the latest NERSA determinations, the electricity tariff increase for consumers will be 11.03%. The inclining block tariff will be implemented in this financial year for the domestic consumers.

Refuse will be increased by 10%.

Property rates will be increased by 10%.

The increase on municipal accounts varies between 9.72% and 11.03%.

Table 5: Revenue Increases

Item	2009/10	2010/11	2011/12	2012/13
Rates	0%	8%	0%	10%
Electricity Tariff	25%	18.03%	22.38	11.03%
Refuse Tariff	8%	8%	10%	10%

Risk Assessment and Management

Within the 2012/2013 Financial Modeling Plan the ELM has allocated emergency relief has been allocated R1.7m to assist our most needy in times of natural disaster, which often occurs, with the damage of houses in the stormy season.

FINANCIAL MANAGMENT COMPLIANCE: CLEAN REPORT

In the last financial year (2011/12) Council obtained an unqualified audit opinion from the AG, although it was with minor matters that needed attention. Council endeavours to move towards a clean audit report by 2013, and as such, has proposed various mechanisms to ensure that we comply and improve on the concerns raised by the AG. The internal audit section is seeing to this compliance through progress reporting on matters raised by the AG. One of concerns raised was on inadequacy of budget to fund the depreciation; however, in the adjustment budget for 2011/12 this has been rectified.

Going forward managers are still discussing a sound approach on funding depreciation, even though such depreciation appears to be quite high and may be difficult to finance from municipal own revenue. Performance is said to be one of the areas that will be audited in the next round of auditing, therefore this means that all our processes dealing with performance management are being revisited and improved to ensure that we are compliant. In the last three years Council obtained one audit qualification in 2008/09 financial year. ELM is regarded by the AG as high capacity municipality with the District, which therefore means a lot is expected from our municipality as trendsetter in the region. Internal measures on a monthly inventory counts are undertaken.

Turn-Around Strategy: Provision of Rate Incentive

Having observed that some businesses, particularly the in the industrial sector are relocating to other towns or cities due numerous reasons including high costs of rates and electricity, Management endeavours that such situation should not occur in future,

which is why an initiative to relax rates starting from the next financial year has been widely supported. The rates policy makes the provision as follows going forward:

ACTION PLANS:

Action Plan One: Indigency and free basic services

Currently around 8 000 poor households received a 100% relief on their rate accounts.

In total, indigent households will receive an estimated R 18.9 million in financial relief. Indigency is available by application as well as to those properties that have a land and building value of R80 000 or less.

All indigent consumers receive free basic electricity in the amount of 50kWh per month and R 2.9 million has been budgeted for this in the 2012/2013 budget year. R 1.1million has been budgeted for free alternate energy which will be distributed to the communities that do not have access to the electricity network.

All indigent households currently receive a free refuse service, which is valued at around R7 million in the 2012/2013 financial year.

Action Plan 2: Ability of the municipality to spend and deliver on its programmes

A number of factors impact on the ability of service delivery departments to deliver on programmes. These issues and risks are mainly focused on the lack of adequate resources and planning and include:

Staffing- Skill Shortages

There is a shortage of skilled and experienced Technical Staff, as well as Artisans/Operators. When vacant posts are advertised, the experienced and skilled incumbents do not apply, as the salary scales in smaller towns are not attractive.

Staffing- staff shortages

Although the boundaries were increased with demarcation in 2000, no additional staff was appointed. However, the are/boundaries have increased considerably and provision is needed in the budget to appoint appropriate incumbents.

Competing priorities within the organization with skill and staff shortages can also severely affect the ability of the municipality to deliver, as is the case with too few electricians being available and required for both electrical functions, as well as providing credit control through disconnections.

To alleviate these problems, Council needs to consider implementing Learn ships as well as Contractor Development Programmes to enable and implement Capital and Maintenance Programmes, as skills levels in the community are limited.

Plant and Equipment

The average age of the vehicles can be well over 10 years and the average age of heavy plant can be 20 years. There are constant breakdowns, which are affecting service delivery. Small equipment is old and needs to be replaced as the breakdowns also affect service delivery.

Planning and Direction

Development of a fair and appropriate model for resource allocation and commitment to long term planning will improve the ability of the Municipality to delivery and sustain services and infrastructure. Clear and consistent policy from Council assists in speedy service delivery for the entire community.

Legislation and Organizational Change

New Legislation has resulted in change of operational procedures and new processes have to be put in place. Due to vacuums that have been created as a result of new Legislation, staff morale is low, i.e. Job Evaluations, restricting etc. The Municipal Property Rates Act has changed the structure of the rates tariff in that no rebates are allowed and the rates are now calculated on the market value of the property.

Action Plan 3: General inflation outlook and its impact on municipal activities The 2012 medium term outlook for the South African economy remains positive with the general inflation forecast advised by National Treasury projected at 5.4% for the three year forecast period.

In the 2011/2012 year the CPI in the February 2011 was at 5.0% from the Reserve Bank of South Africa. Therefore the Municipal 2011/2012 tariff increases of 10% for refuse and rates. The increase for electricity tariff is 11.03%, which is controlled by NERSA. This increase guideline has been released by National Treasury.

Action Plan 4: Credit rating outlook

In September 2006, Emnambithi/Ladysmith Municipality was pleased to receive a long-term credit rating of BB+. Some of the findings of the credit rating included:

- A stable outlook rating and a short term rating of B;
- The municipality's debt burden is low at 2.5%.
- The debtor's collection rate for the 2011/2012 financial years is at 96%
- Our rating of BB+ was the highest achieved in a comparison done in the report with five municipalities.

Action Plan 5: Interest rates for borrowing and investment of funds

When the Municipality last accessed loan funds in March 2008, it was able to access at an interest rate of 12.01%. It is not expected that there will be a major variation on these rates if loan proposals are sought from the market. No loans will be taken in 2012/13 financial year.

As the graph indicates, there has been a slight improvement in the collection rates of the electricity and refuse services. The dedicated legal team and credit control section of the municipality has managed to increase the collection rate of the Rates service. However, diligent application of the Credit Control Policy in 2012/2013 is needed to improve this tend as well as collect the historical debt.



Chapter 10

Performance Management System

Background

Performance Management Systems is considered as an important communication tool and process that assists managers to provide an encouraging working environment to help employees in developing and achieving their potential of high standards of performance. The Municipal Systems Act (2000) requires all municipalities to:

- Develop a performance management system;
- Set targets, monitor and review performance based on indicators linked to the IDP;
- Publish an Annual Report on performance for the councillors, staff, the public and other spheres of government;
- Incorporate and report on set of general indicators prescribed nationally by the minister responsible for local government;
- Conduct an internal audit on performance before tabling the report;
- Have the Annual Performance Report audited by the Auditor-General;
- Involve the community in setting indicators and targets and reviewing municipal performance;

National guidelines on performance management systems are developed and Emnambithi/Ladysmith Municipality participated in a pilot project to establish this system. A Performance Management Framework has therefore been created to assist Service Delivery and Budget Implementation Plans as part of the improved service delivery for the citizens.

Emnambithi/Ladysmith Municipality has taken public participation very seriously, notably in its use of community-based planning. The municipality notes that the White Paper on Local Government (1998) has suggested that:

‘Involving communities in developing some municipal key performance indicators increases the accountability of the municipality’. Some communities may prioritise the amount of time it take a municipality to answer a query, other will prioritise the cleanliness of an area or the provision of water to a certain number of households. Whatever the priorities, by involving communities in setting key performance indicators and reporting back to communities on performance, accountability is increased, and public trust in the local government system enhanced ‘ (The White Paper on Local Government, 1998).

On these bases the Emnambithi/Ladysmith Municipality is intending to take very seriously the accountability to communities as regards the performance of the

municipality thereby promoting a culture of performance management amongst its councillors, political office bearers and administration.

10.1. The Performance Management Perspectives

Emnambithi/Ladysmith Municipality's Performance Management Framework is based on the following key perspectives:

- Key Performance Management Perspective
- Resource Management Perspective
- Service Delivery Perspective
- Development Goals Perspective
- Governance Process Perspective

10.2. The Development Goals Perspective

This records the overall development goals for the Municipal area. We need to know what development outcomes/objectives we are aiming to achieve and whether we are getting there. These are derived from the Development Objectives of the IDP and IDP development programmes to address these. These often require actions by others as well as the Municipality to be achieved, but they indicate the state of development of the municipal area to which we aspire.

10.3. The Resource Management Perspective (Inputs)

This records the inputs required to enable our development programmes and services, notably financial resources. In addition there are two programmes addressing this aspect, one on Financial Sustainability, and one on Employment Equity and Skills Development.

10.4. Governance Process Perspective

This records objectives relating to the type of development process that we wish to see, e.g. involvement of stakeholders, public participation, common vision etc, and a number of objectives have been set for these. The Emnambithi/Ladysmith Municipality has programme addressing this perspective, one on Public Participation.

10.5. Service Delivery Perspective

This looks at the services which need to be delivered in order to achieve our development goals, as well as to provide ongoing services needed in the municipal area. Each of our municipal department has to produce service plan for each section. The two vehicles for Emnambithi/Ladysmith Municipality planning are the IDP and SDBIP's. In all cases the planning involves a similar process:

- Definition of medium to long term objectives or goals, with baselines and targets;
- Definition of the strategies to achieve these, with baselines and targets;

- Definition of the projects/activities and services to achieve these strategies and for each of the last of these;
- Definition of the capital and operational budgets needed.

The Emnambithi/Ladysmith Municipality is using SDBIP formats to integrate its development and service planning with budgets, and against which all departments have to account. The implementation of SDBIP system has been in use targeting improved performance and enhanced service delivery.

10.6. Importance Of Performance Management System (PMS)

PMS is a vital activity in building and maintaining an effective council. It can be broadly defined as the process of assessing the performance of an individual(s) against agreed criteria and standards to recognise achievements and identify opportunities for improvement.

In Emnambithi/Ladysmith Municipality performance management is an ongoing process and clearly link strategic objectives to specific actions. It also ensures that people are accountable for their performance and clearly understand the expectations.

Performance management contributes greatly in developing and retaining people – the most valuable resource.

Relevant and structured feedback provides the opportunity to recognise and reward good performance and identify performance shortfalls to assist in a development and improvement process. Hence the Emnambithi/Ladysmith Municipality's in the next five (5) years performance management system will be based on:

- Strategic IDP addressing the developmental, service delivery, resource management and governance dimensions. These involve external stakeholders and also may involve several municipal development goals to be achieved, although the Office of the Municipal Manager is the internal champion;
- An overall Organisational Scorecard, comprising developmental, service delivery, resource management and governance aspects;
- SDBIPs for each department and section, which intergrate their specific responsibilities in terms of the two above, and which have quarterly targets. These are the critical plans as they bring together achieving the development objectives, as well as routine services which the departments are achieved to deliver.
- KPIs for municipal departments and staff derived from the SDBIPs- so aligning developmental, organisational, departmental, sectional and individual targets regular reporting to a variety of stakeholders, internal and external:
 - Annual Reports on overall performance, including development impacts against high level objectives
 - Mid-term reports on overall performance, mainly at strategy, project/activity/service levels as well as resources
 - Quarterly and monthly reports, focusing more on project/activity/service levels as well as resources

10.7. Performance Measurement

Emnambithi/Ladysmith Municipality is not just only using performance management as an organizational tool for measuring performance and delivery of services of the municipality but also using it for individual component.

10.8. Individual Performance

Implementation involves the process whereby the Municipal Manager and section 57 Manager actually implement the IDP/Budget/SDBIP. At Emnambithi/Ladysmith Municipality, Municipal Manager and section 57 Managers are able to demonstrate progress toward achieving sets of goals through the following reports which must be supported with evidence:

- Monthly Reports (s71 of MFMA);
- Quarterly Reports (s72 of MFMA);
- Mid-Year Reports; and
- Annual Reports (MSA s46 and s47)

All section 57 Managers, in terms of section 57 of the Municipal Systems Act, 32 of 2000, must sign Performance Agreements. In the case of our Municipal Manager, the contract must be between the Municipal Manager and the Mayor, who represents the council of the municipality, while for the rest of other managers reporting directly to the Municipal Manager, signed contracts must be between the incumbent and the Municipal Manager.

10.9. Performance Appraisals

All performance appraisals are driven by the same objective: to establish a systematic way of evaluating performance, providing constructive feedback, and enabling employees to continually improve their performance.

10.10. Monitoring And Evaluation

The key component of our municipal framework is the ability to monitor performance over time and evaluate the impact of programmes. In Emnambithi/Ladysmith Municipality, performance monitoring is an ongoing process that runs parallel to the implementation of the agreed IDP.

Monitoring, evaluation and reporting is currently a highly fragmented approach in Emnambithi/Ladysmith Municipality. The reason for these standard formats is to reduce duplication and allow for a structured and co-ordinated approach.

Performance Auditing in Emnambithi/Ladysmith Municipality is a necessary process to ensure credibility and legitimacy for the public and other stakeholders. Performance Auditing involves an independent assessment of the degree of 'economy, efficiency and effectiveness' which have or have not been achieved by the municipality. Council had already established Municipal Public Accounts Committee (MPAC) which is commonly known as SCOPA.

10.12. Annual Report

The Municipal Systems Act (as amended) requires municipalities to prepare Annual Performance Reports, based on the approved Integrated Development Plan. The MFMA and MSysA, read together, seek to promote financial and performance reporting by municipalities in a single and integrated annual report. The annual report is also an instrument for financial and performance corrective action in subsequent years.

The Emnambithi/Ladysmith Municipality use preparation and adoption of financial statements, performance reports and the annual report as a whole to enhance transparency, accountability and good governance. In terms of section 121 (1) of the MFMA, every municipality and municipal entity must prepare an annual report for each financial year. The purpose of an annual report, pursuant to section 121 (2), is to provide a record of activities, report on performance against the budget and promote accountability to the local community for the decisions made thorough the year.

The Annual Performance Report of the Emnambithi/Ladysmith Municipality is tabled in terms of section 121 of the Municipal Finance Management Act, 55 of 2003 and section 46 of the Municipal Systems Act, 2000 as amended.

The purpose of an Annual Performance Report is to provide a record of the activities of the municipality, report on performance against the budget and promote accountability to the local community for the decisions made throughout the year.

10.13. National Key Performance Indicators

The Municipal Performance Report mainly reflects on the performance of each department against set Key Objectives, Key Performance Areas and Annual Targets. The Municipal Performance Management Systems of the Emnambithi/Ladysmith Municipality mainly consist of different tools assessment and reporting.

The assessment and reporting of evaluation is based on the following areas:

- Municipal Performance Management Policy which was adopted by council.
- The Service Delivery and Budget Implementation Plan (SDBIP) which provides quarterly reports and is submitted to EXCO and council.
- Mid – Year Performance Report, informed by the evaluation of the section 57 employees and the heads of departments.
- Performance Report is developed to give credence against set performance targets and measures to improve performance.
- Lastly, the annual report is developed as means to provide a holistic picture on the administrative, human resources and financial position of the municipality.

10.14. Oversight Report

The Oversight Report is tabled in terms of the Municipal Finance Systems Act, 55 of 2003 as amended. The Oversight Report is the final and major step in the Annual Reporting process of a municipality. Section 129 of the MFMA requires the council to consider the Annual Report of its municipality and municipal entities and to adopt an Oversight Report containing the council's comments on Annual Report, which must include a statement whether the council:

- a) Has approved the annual report with or without reservations;
- b) Has rejected the annual report; or
- c) Has referred the annual report back for revision of those components that can be revised.

10.15. Terms Of Reference: Oversight Committee

In Emnambithi/Ladysmith Municipality, all political parties are represented on the Oversight Committee, and the Performance Audit and Audit Committees members act as advisory members of the committee.

At the Ordinary Council meeting held on the specific as scheduled in terms of the Municipal Dashboard, seven non-executive members councillors were elected to serve on the Municipal Oversight Committee to deliberate the on Annual Report.

The elected Municipal Oversight Committee is responsible for submission of a report addressing all issues raised by Auditor-General to council for deliberations prior to submission to SCOPA. The Emnambithi/Ladysmith Municipality tabled the Oversight Report based on the draft programme of action.

10.16. Functions Of The Oversight Committee

The functions of the Oversight Committee are to:

- Undertake a review and analysis of the Annual Report going forward.
- Invite, receive and consider inputs from councillors and Portfolio Committees, on the Annual Report.
- Conduct Public Hearing(s) to allow the local community or any organs of state to make representations on the Annual Report.
- Prepare the Oversight Report taking into considerations the views and inputs of the public, representative(s) of the Auditor-General, organs of state, councils' Performance Audit & Audit Committees and councillors.



Chapter 8

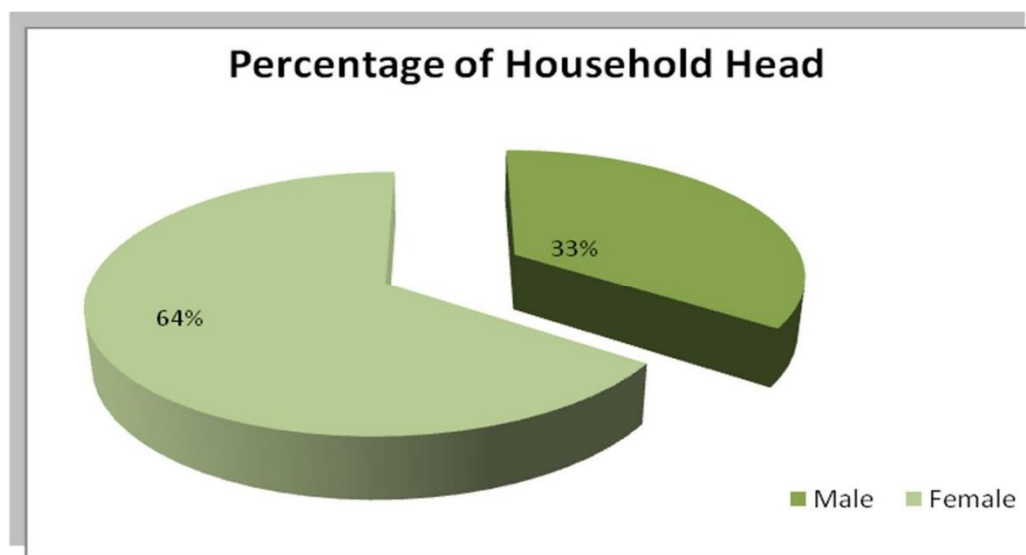
Community Satisfaction Survey

The Emnambithi/ Ladysmith Community Satisfaction Survey is another measure of tracking the IDP process. The objective of the Community Satisfaction Survey is to assess the performance of the municipality in terms of service delivery and gauge the level of household individual satisfaction. The survey explained in this Chapter was done in the 2012/2013 financial year. The survey is a tool that the municipality uses to assess the impact that the IDP programmes and projects have on the living conditions of the people of the local Municipality.

The municipality aims to conduct another Community Satisfaction Survey with communities for 2013/2014

11.1 Client Satisfaction

As mentioned in this report that one of the objectives of PMS is to ensure that the municipality is democratic in all aspects and also account for its decisions and how they get implemented. As can be seen from the graph below, the sample had 244 (33%) males as heads of households and 472 (64%) females as households. An observation made here quite clearly is that the majority of the households are run by females, most of whom might fall on the categories of single mother or widows, which still gives us a picture that women still continue to play a dominant role in the running of the households.

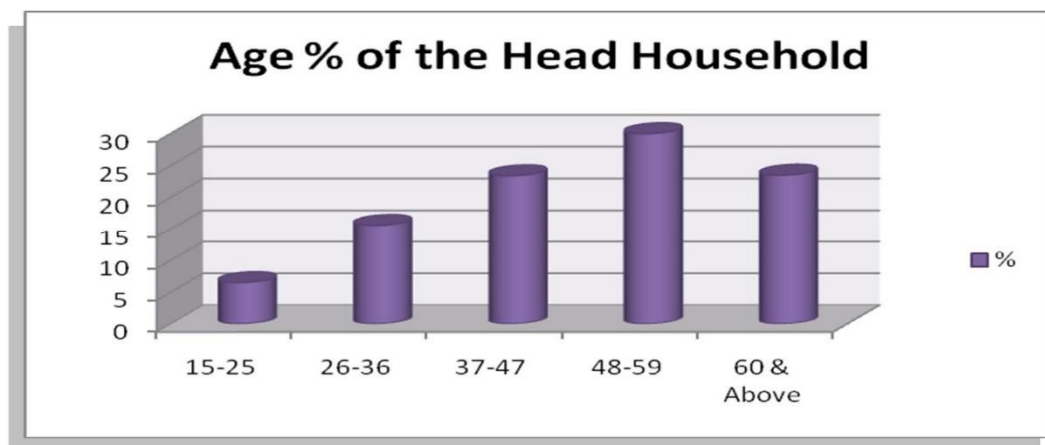


Source: Municipal Survey Report 2010/11

The age groups, clearly the majority of the sample was people in the category above 37 (80%). The following category (15.6%) was people in the 26 to 36 category, and then followed by the 37 to 47 group (23.4%), then the 60 and above group (23.5%) and then lastly the smallest was in the 15 to 25 category (6.5%).

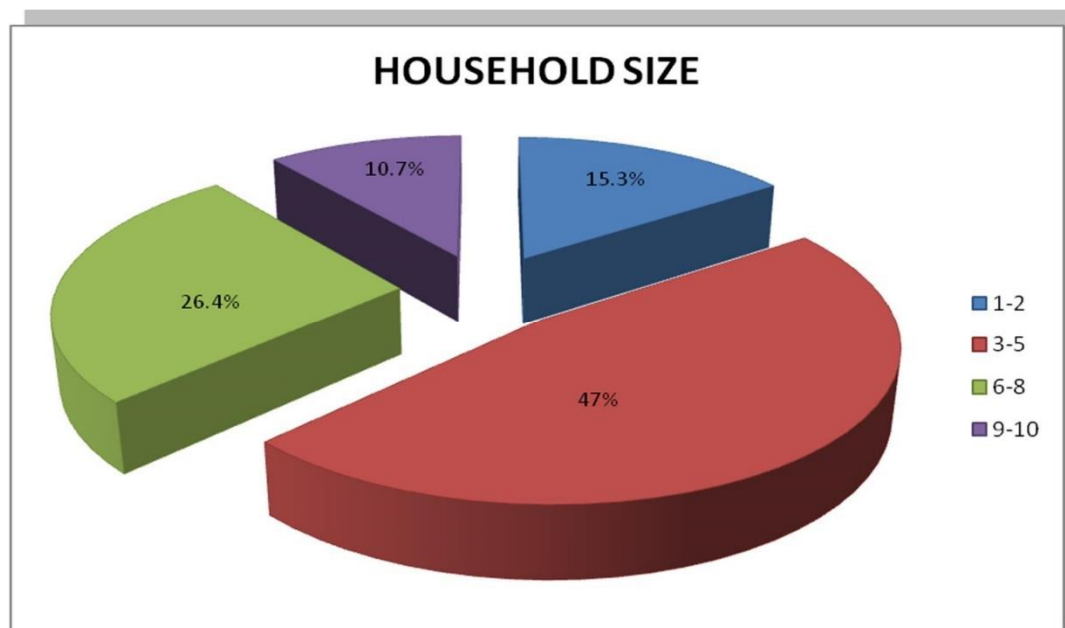
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Taking the sample as though it were the actual population, one would say the municipality is serving 23.5 population that is about to reach retirement if not in the retirement stage of life. There is a probability that there is a 6.5% population which also includes house-headed children.



Source: Municipal Survey Report 2010/11

Family size per household varies, clearly the majority of the households in the sample had comprised of family members that were in the 3-5 members category (47%) which is the majority in the category, followed by the 6-8 members category (26.4%), then the 9-10 category (10.7%) and then lastly the smallest being the 1-2 membership (15.3%). The majority of households in the ward which consists of family members above 5 are mainly in the poor areas, especially wards in the township areas.



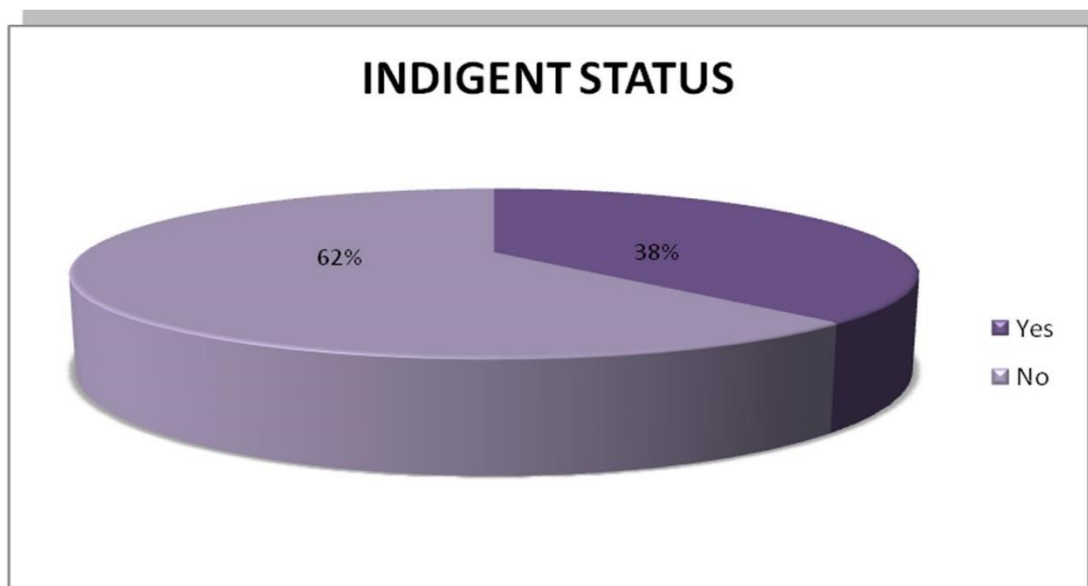
Source: Municipal Survey Report 2010/11

The majority of the sampled households represent a whopping high rate of unemployment in the ward (70% represent both the unemployed as well as pensioners). Less than 30% were income generating families. However the income source would give clear indication of what is happening as far as income generation is concerned. However, the variable income below, reflect that more than 80% of households are earning an income below R3500 per month.



Source: Municipal Survey Report 2010/11

This is an ever escalating and worrying variable, as can be seen on the graph as well as table, 62% of the sample had answered no when asked whether they were indigent or not. Only 38% had answered yes, but what is peculiar about this, when asked if they paid rates, most would indicate that they had filled in a form which precludes them from paying. Perhaps confusion may have stemmed from the actual meaning of the word, and how the research members themselves understood the question.



Source: Municipal Survey Report 2010/11

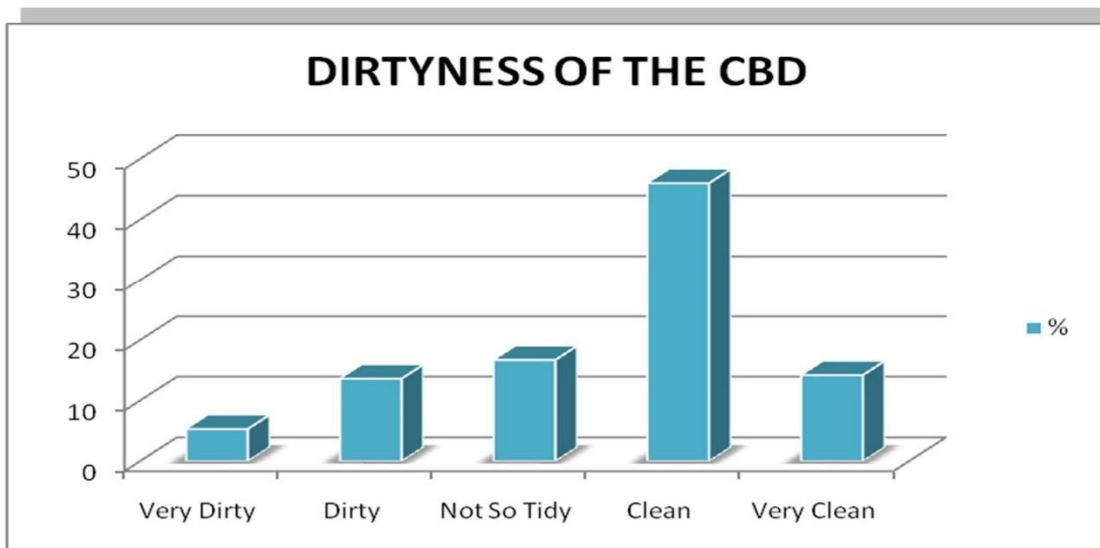
As can be seen in these figures, when asked if the municipality collected refuse in the area 94% of the sample said yes, in one's view the 6% that had responded no was a reactionary response, perhaps indicating a particular attitude towards the municipality

as well as the municipal staff that collects refuse, numerous complaints were reported about the staff's refusal to take rubbish that is dispersed on the road or if the waste bins are located within the yard.

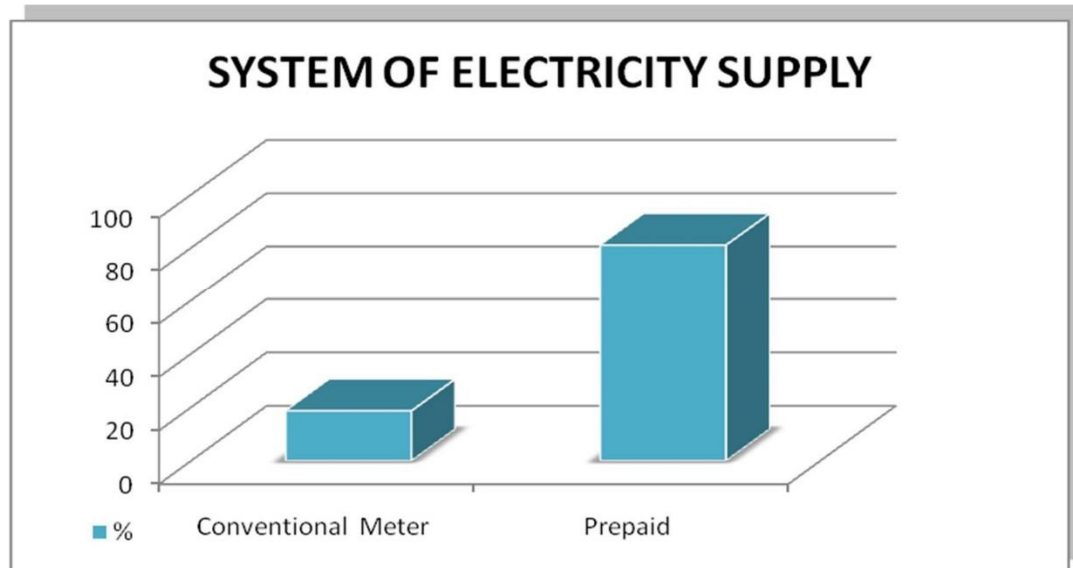


Source: Municipal Survey Report 2010/11

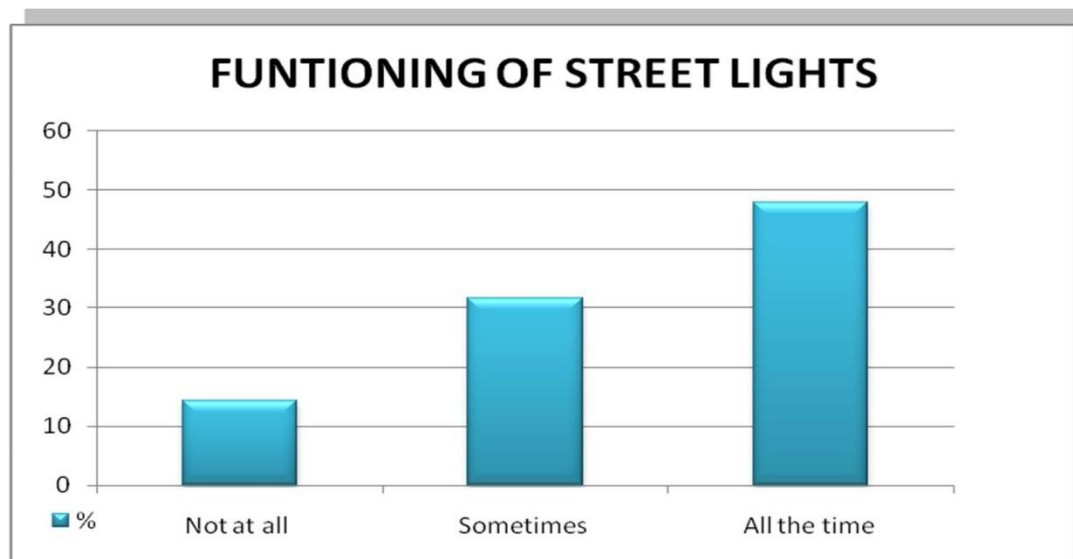
Here the majority of the respondents (60%) had said that the central business district is clean, while less than 20% felt it is tidy. Perhaps these figures are in recognition of the municipality's efforts to collect waste and clean up on the busiest parts of the town. The general feeling, however, was that, depending on where you are focusing in the CBD, some parts were cleaner than the others, while others suffered total neglect, with individuals left to their own discretions in as far as the actual clean up is concerned.



The majority (81%) of the sample said they used prepaid electricity, while only 81.1% use conventional meters.



In as far as street lights are concerned, 80% of the sample reported functionality, it must also be noted that on those who may have reported non-functionality (15%) may have been speaking in relation to the street lights next to their homes, rather than the entire community. Perhaps attending to those cases reported as non-functional may reflect a different opinion altogether in future.

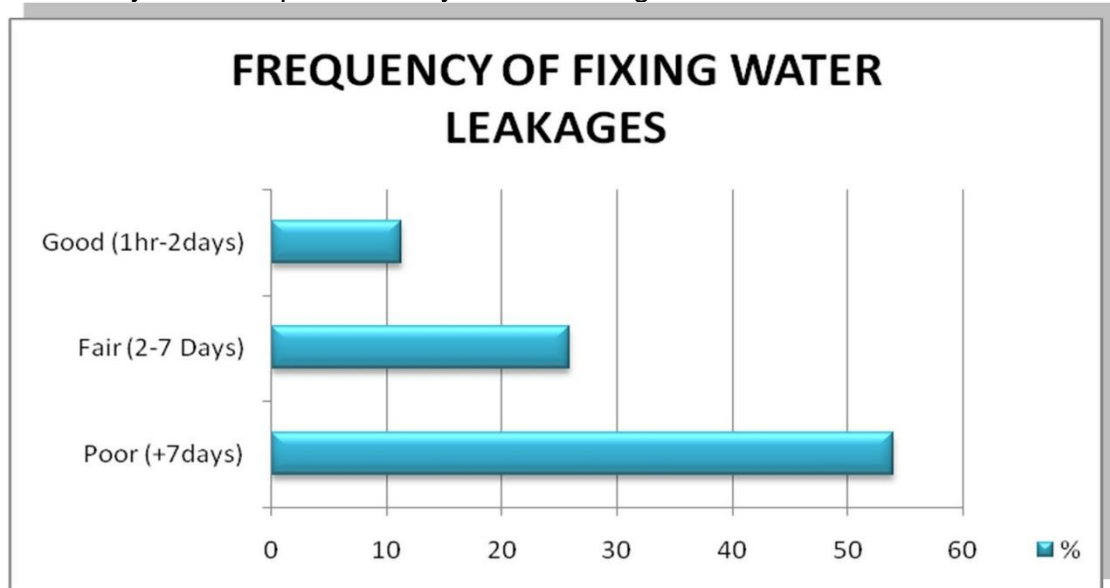


In terms of water pipe leaks, the majority of the households (54%) felt that the services provider was not doing a good job attending to leaks. Some went to the extent of saying that water has been running for months. One would feel that this is a total insult to efforts

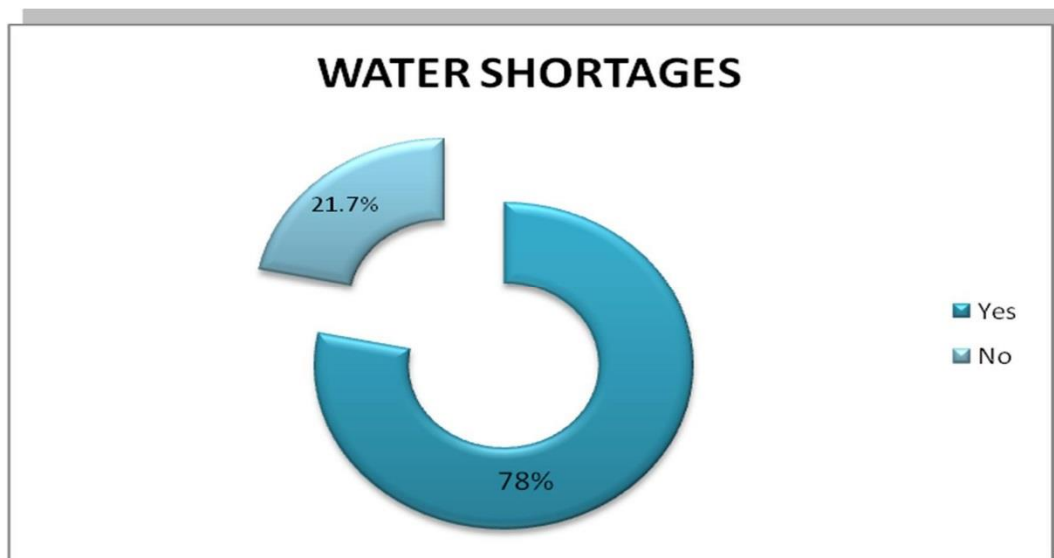
and messages that encourage people to save water. Leaks say that leaks are reported in time, but it often takes a long period at times before any attention is

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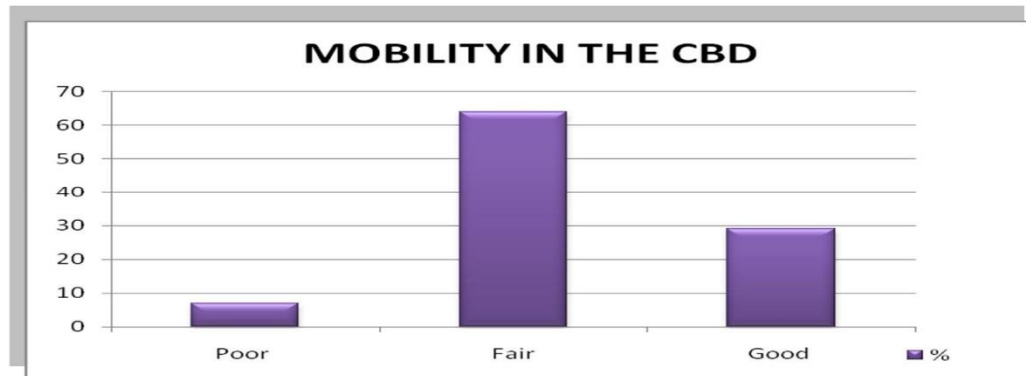
given to those leaks, at times the services provider comes and acknowledges the problem, but nothing is done to curb the waste of this scarce precious resource. 78% of the households said they experience water shortages in the areas on a regular bases, leaks etc., and 18% said they do not experience any water shortages.



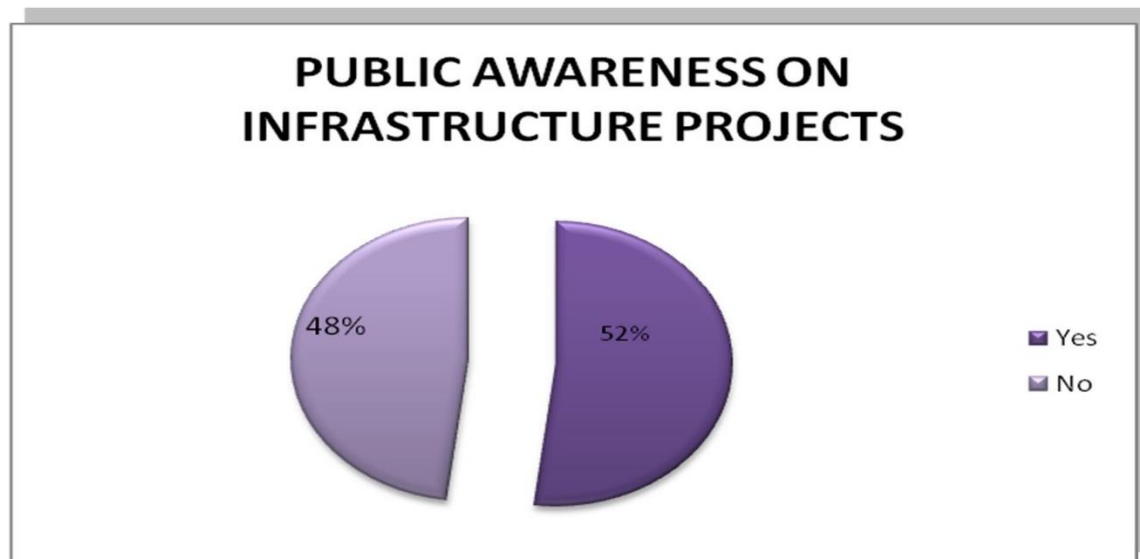
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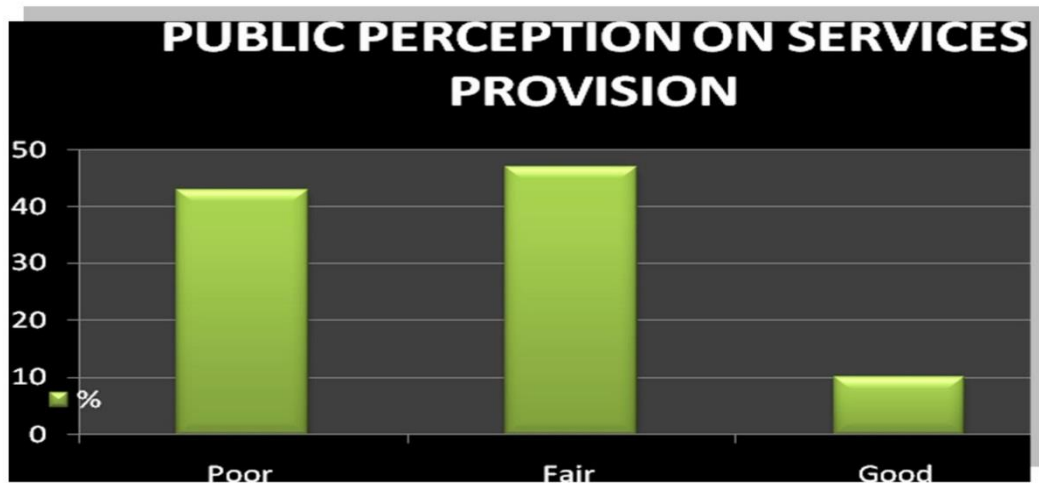


64% of the respondent fair with the CBD road network system, whilst 29% indicated that the CBD road network as good. Whilst and extreme 7% of the population indicated that the CBD road network as poor. The sample was taken prior the implementation of the new traffic road act, which proclaimed the removal of Green Arrows in some parts of our intersections. Below is a graphical representation of the CBD respondents to CBD road networks.

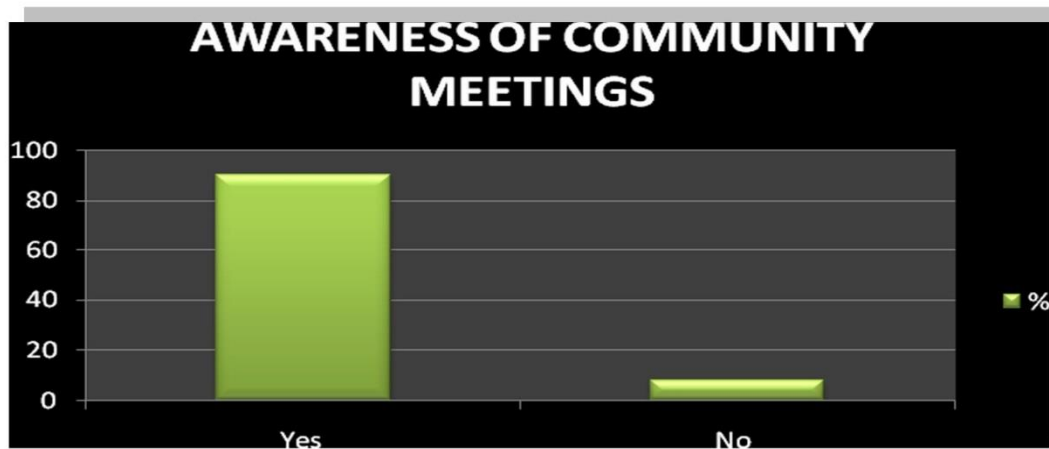


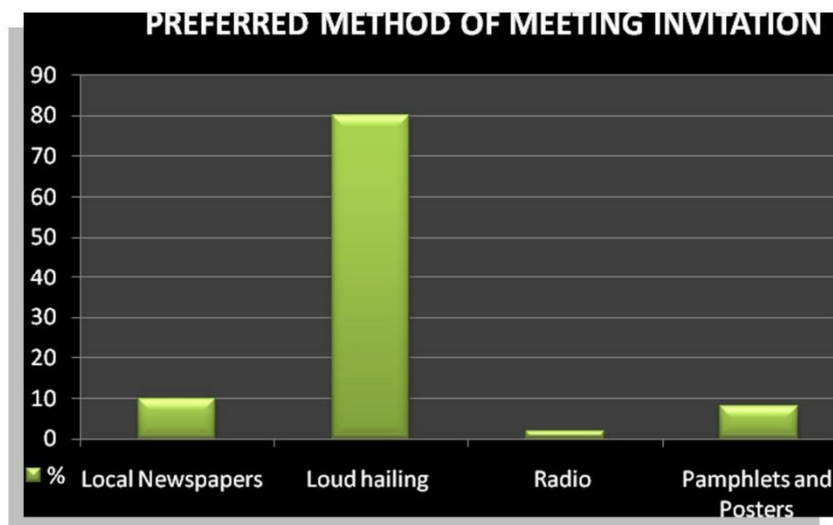
In case of infrastructure development, respondents were requested if are aware of any developments that may have taken place since 2006 in their areas, in the form of roads, bridges, community facilities etc. 52% of the respondents reported having seen developments in the particular area of residents; these were in the form of tar roads 53%, Gravel Roads 29%, Recreational Facilities 8%, Bridges 3%, Community Facilities 6% and electrification 1%. Most of the respondents had positive feelings (66%) towards these developments sighting, amongst others, the convenience travel (roads and bridges), and safe places of play for children (recreational facilities).





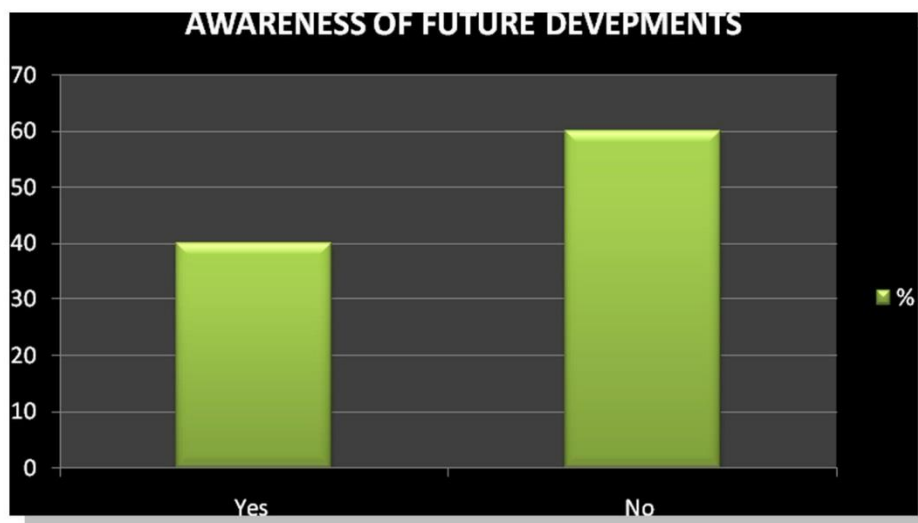
Public participation, 88% of the sample said they had access to information about municipal or community events. Often the information was obtained through loud hailing 80%; while 2% said they learned about events on the radio. In terms of preferred alternatives 65% said they would still prefer loud hailing, 5% said they preferred radio, 6% said they preferred Local Newspapers, posters and Pamphlets. In terms of community meetings, 24% of the sample indicated that the councillor does call community meetings.





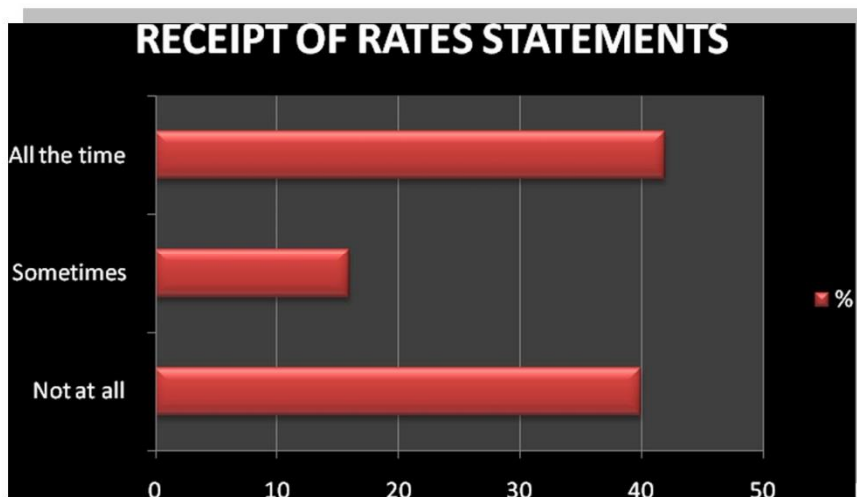
80% of the respondents preferred loud hailing as the communication method informing

them about events, whilst the print media came second. The majority of the respondents who prefer loud hailing are urban residents.

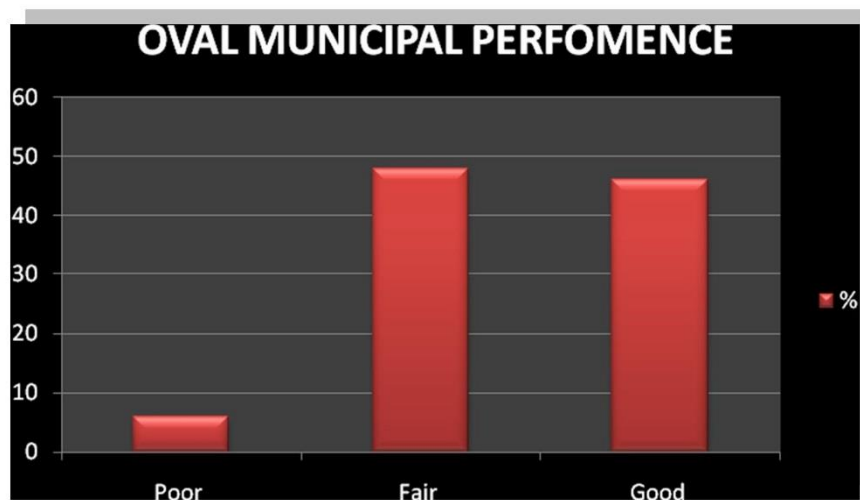


60% of the respondents indicated not to be aware of any future development within the

Municipality. Whilst 40% indicated knowledge of future development within the Municipality.



58% of households receive their rates accounts in time and regularly, for which 42% receive account all the time and 16% sometimes, whilst 40% do not receive rates accounts at all. The reasons for not receiving rates accounts varies and need further investigation.



The Municipal Overall performance is rated at 54%, with 32% of the respondents rating it fair. The rating of 54% is a critical one in the light of the sporadic municipal uprisings currently taking place in the country against service delivery. The indication that at least 2% rate the Municipality excellent is a clear indication that the Municipality is doing well under the circumstances.